

Franklin County, Indiana Strategic Economic Development Plan

Prepared By



Submitted October 30, 2015

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I. Introduction

In this report, Strategic Development Plan, The Kinnett Consulting Group (TKCG) has prepared a Strength and Weaknesses, Opportunities and Threats Analysis, a workforce development and labor analysis and a site analysis. These were designed to assess Franklin County, Indiana, from a corporate site selector's perspective. TKCG is a site selection/economic development provider with affiliates in Kansas and Texas.

To prepare this analysis, TKCG has compiled information from its own databases, research from outside sources and detailed interviews with Individuals, business and industry in Franklin County. Those interviews were carefully selected to draw a composite of the residents, industry and business that most truly represents the Franklin County area's makeup.

TKCG has over 42 years experience in economic development and site selection and has been consulting with a significant number of communities over the last twelve years. We started evaluating communities in 1995 and have been using the Paragon/Fantus/site selection format. The team has used this format in multiple communities from Maine to Florida to California, in almost all 48 contiguous states. This format is a very commonly used approach.

The process of evaluating communities based upon interviews is also one commonly used by the top site selection professionals. Projects are won and lost based on the opinions of existing companies, leaders and residents in a given community. Therefore, when we rate a factor, strength, or a weakness, it is based on fieldwork, data, and on some subjectivity. This is exactly how a site selection process takes place. Projects are frequently won and lost based on a site selection team's discretion in protection of their clients.

As part of our work in determining the competitiveness of a Franklin County location, we likewise conducted a number of employer interviews, combined with other agencies, as part of a labor analysis. The analysis generally assesses Franklin County's assets and liabilities versus key economic development criteria, including key criteria for select target industry. Economic development criteria include:

- Business Climate
- Workforce/Education
- Infrastructure
- Quality of Life
- Economic Development & Marketing

In this assessment TKCG also identifies critical issues, threats and opportunities based upon the interviews in the community and observations from select business leaders and others in Franklin County. Following is a list of the interviewees:

Franklin County Strategic Development Plan Interviewees – thru 5/6/15 (86)

Dave Cook	Lynn Edwards
Ralph Proffit	Anna Morrow
Dennis Kolb	Rick McMillin
Mike Ormsby	Renee Stivers
Gary Wolfe	Jeff Franks
Gordon Keys	Mike Biltz
Dennis Brown	Stanley Monroe
Tom Horninger	Vicki Monroe
Brian Paterson	Jim Suhre
Ed Derickson	Scott McDonough
Eric Roberts	Dave White
Curtis Ward	Ken Konradi
Darryl Kramer	Jim True
Bob Braun	Darryl Zimmer
Clay Kinnett	Bob Banes
Jim Effing	Joe Gillespie
Jim Ruell	Rick Gill
Becky Ogelsby	Tag Nobbe
Brian Nobbe	Phil Nobbe
Joe Sizemore	Cindy Orschell
Gary Marmouze	Mick Wilz
John Korner	Steve Collier
Catrina Campbell	Mikel Beck
Michael Martino	Kate Greene
Amy Martino	Bill Schirmer
Bill Murray	Darryl Flashpoler
Candy Yurcak	Kelly Leffingwell
Kim Vonder Meulen	Angie Riffle
Ken Murphy	Dave Johnstone
Debbie Howell	Tammy Legere
Roger Boomer	Julie Boomer
Lowell McMillin	Rodney Grubbs
Karen Grubs	Ben Stern
Susan Stern	Kathryn Putnick
Melissa Putnick	Paula Keller
Jeff Keller	Tom Wilson
Ken Murphy	Jim Gregory
Fred Daniels	Charlie Hautau
Tyler Calihan	Kendra Horner
Andrew Runyon	Brandon Bauman
Blake Hensley	Evan Apsley
Kara Pugh	Bill Ward
Jerry Hesselbrock	George Gillman

Finally, we will make recommendations as to specific actions that Franklin County should undertake. The recommendations shall serve as a platform for future economic development programming and directions for Franklin County, Indiana. As will be seen, due to the research a traditional Economic Development approach will not work and the combination of traditional Economic Development and Tourism Development will become the potential for success.

II. Site Selection Process

TKCG has worked with many different types of companies on relocation-related projects. From this experience we have identified the most important site location cost and condition criteria for different types of projects. It is important to review this information, in order to better understand why select factors are critical to the success of new locations and expansions. It will also help the reader to better understand Franklin County's potential for selected target industries and business.

A full SWOT cannot be completed without a labor analysis. Some consultants will not go to the extent of interviews in the community and do not present an adequate description of the labor force without talking to the people on the ground. TKCG has interviewed people involved in hiring and maintaining a labor force. Therefore the SWOT can give the community a good representation as to labor availability, labor characteristics, and the higher and secondary education system. The SWOT does not include a full resident analysis, workforce delivery system analysis or complete report on the schools and quality of life in the community. The SWOT does include what a site selection team will report on to their client after spending a few days in the county.

We will now break down the select factors for three different areas of industry as an example to illustrate the differences in corporate site selection in the areas of:

Manufacturing
Administrative/Back Office
Distribution, Warehousing, Logistics

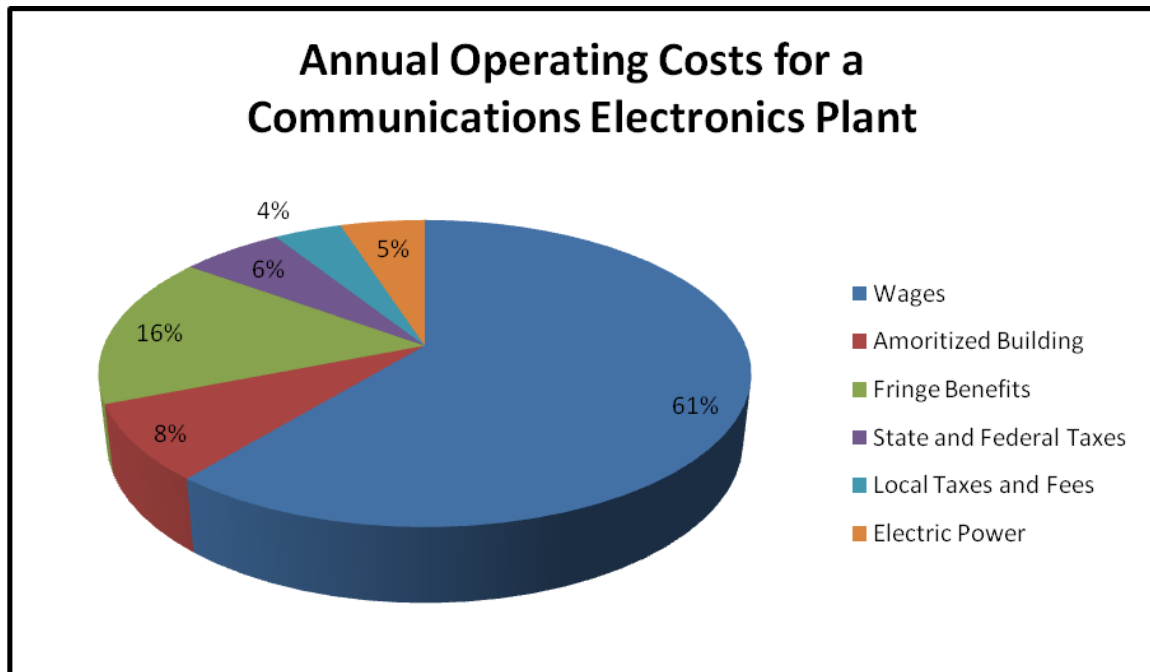
Understanding the Importance of Select Factors in Corporate Site Selection

Manufacturing

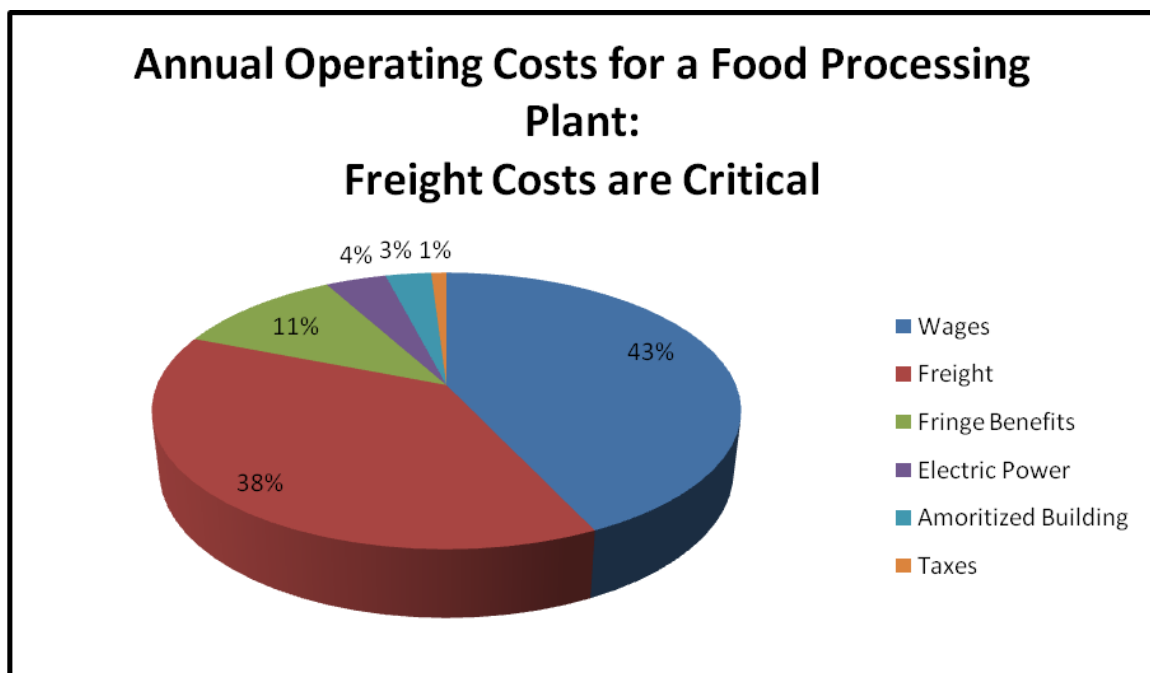
Site selection studies suggest that, in general, labor will represent the largest single annual cost item for a typical manufacturing project. Fringe benefit costs (consisting of medical, disability, life insurance, unemployment insurance, and workers compensation insurance) will also be significant cost factors (often second or third). Market access is also critical and will determine freight cost variables.

The following represent annual operating costs for two manufacturing projects, one is food processing and the other is electronics. These are only inserted into this SWOT to help educate the reader on the importance of the key location criteria factors. Understanding the makeup of the key location criteria factors will later assist with the target marketing identification process for Franklin County.

Labor is the largest annual cost component in an electronics manufacturing project.



A food processing plant will have a much larger freight cost component.



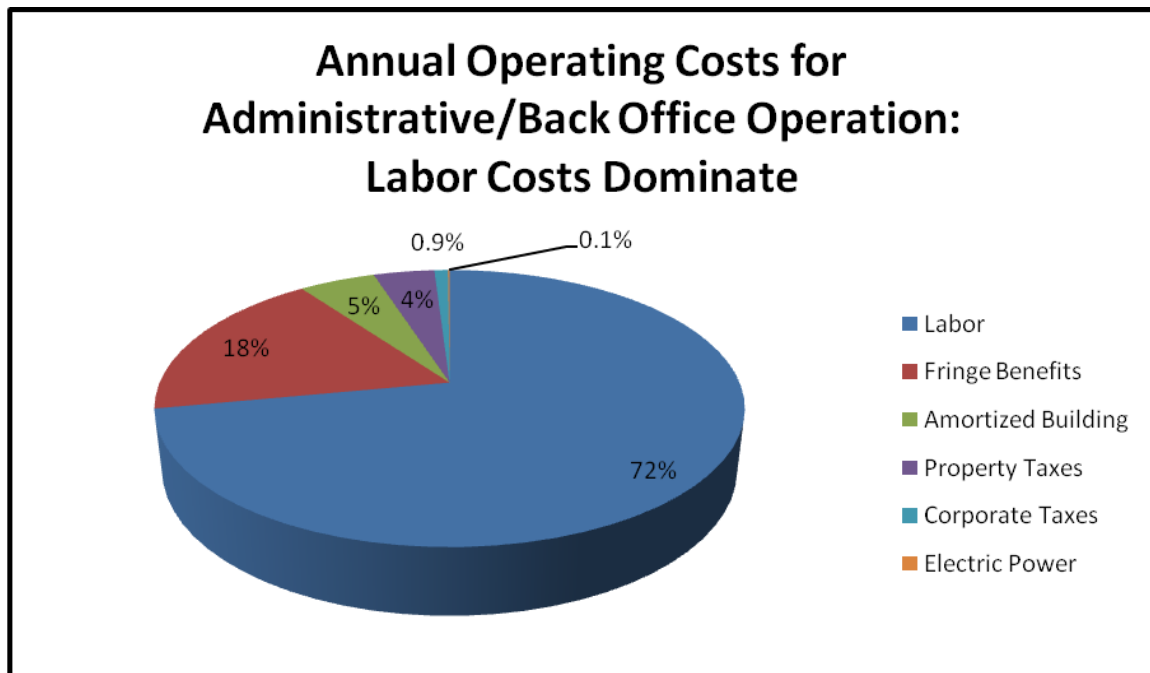
The most critical location factors, by priority, for a typical manufacturing project:

1. Market Access (Freight Costs)
2. Labor Skills and Quality
3. Labor Costs and Fringe Benefits
4. Unionization Trends

5. Available Buildings
6. Utility Costs and Local Services
7. Business Climate/Taxation

Administrative/Back office

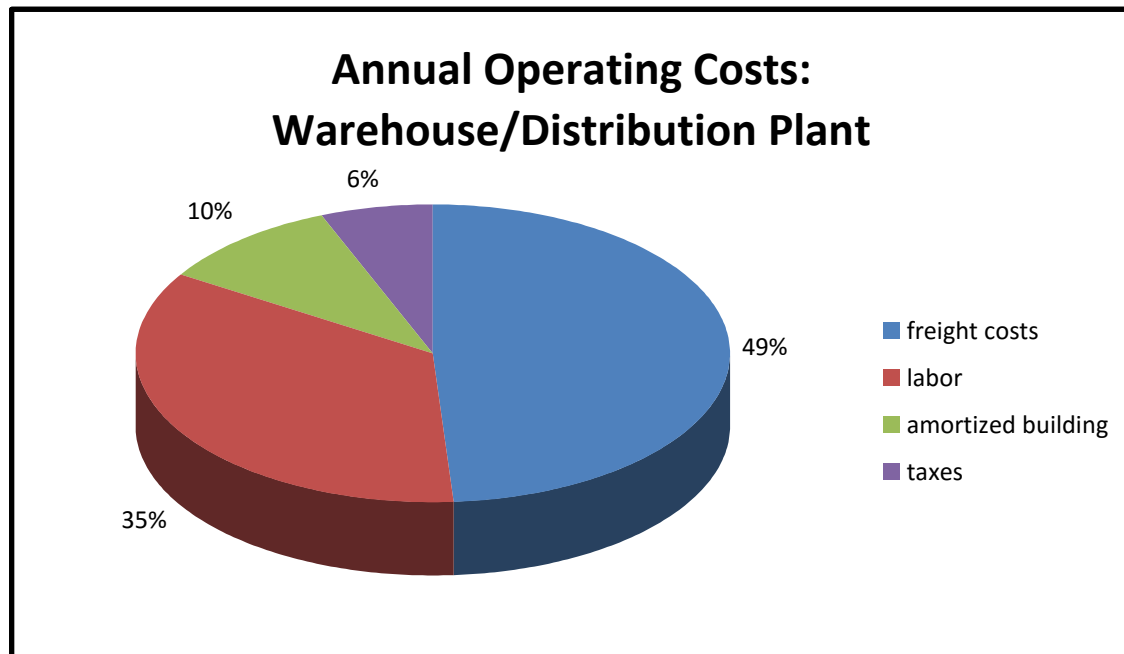
Labor costs and conditions are even more important for an administrative back-office function. In the sample below, wages and fringe benefits represent 90% of annual operating costs. Back offices not only include call centers but also administrative centers that may be regional in nature. Information technology and accounting as well as accounts payable and receivable offices fall into this category of industry.



The most critical location factors, by priority, for a typical back-office project are:

1. Clerical Labor Costs
 2. Clerical labor quality, availability
 3. Turnover
 4. Absenteeism
 5. Occupancy costs (Class B buildings) 1
 6. Training programs
 7. Available buildings
 8. Ability to recruit management labor (relocation & quality of life issues)
 9. Proximity to commercial air service (especially for check processing centers)
- Class B: which were the “A’s” of yesterday; now prone to some obsolescence but still utilitarian; i.e., older, slower elevators; large columns; older HVAC systems; smaller floor-plates; etc. (reference: SIOR) (K Mart buildings fit this category)

Warehouse/Distribution/Logistics



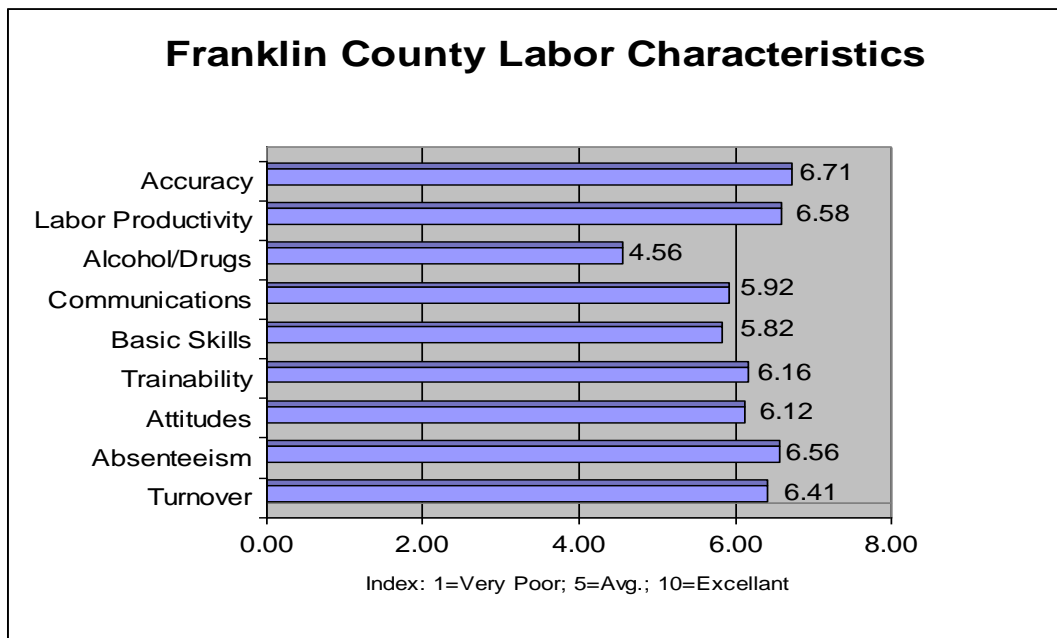
The most critical location factors, by priority, for a typical warehouse/distribution project are: Labor cost, quality & availability

1. Freight costs/market access
2. Service delivery time (access to market) ¹
3. Interstate highway access (four directions considered most desirable)
4. Available buildings (minimum 80,000 to 120,000 sq. ft; 20-24 foot ceilings)

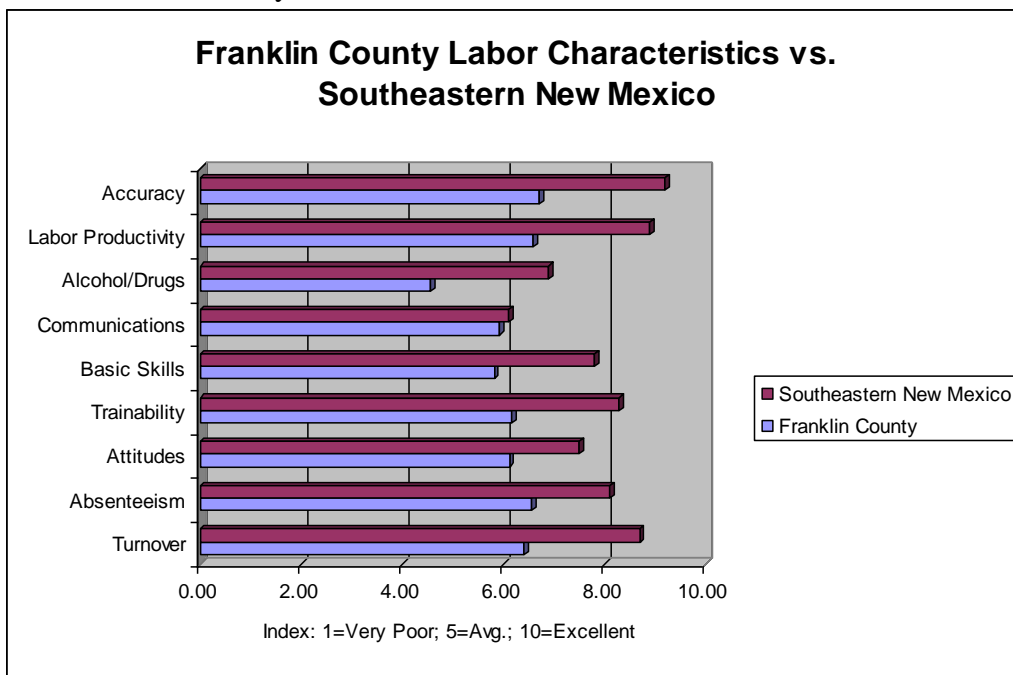
¹ Especially seasonal workers for seasonal products which fluctuate in quantities.

III. Franklin County Labor Analysis

This portion of the Market Valuation addresses labor and the perspectives of those existing businesses within the community. The Consultant conducted interviews with a number of firms and compiled their responses in chart form. The following represent the responses from the existing businesses/industries interviewed between March, 2015 through May 2015.



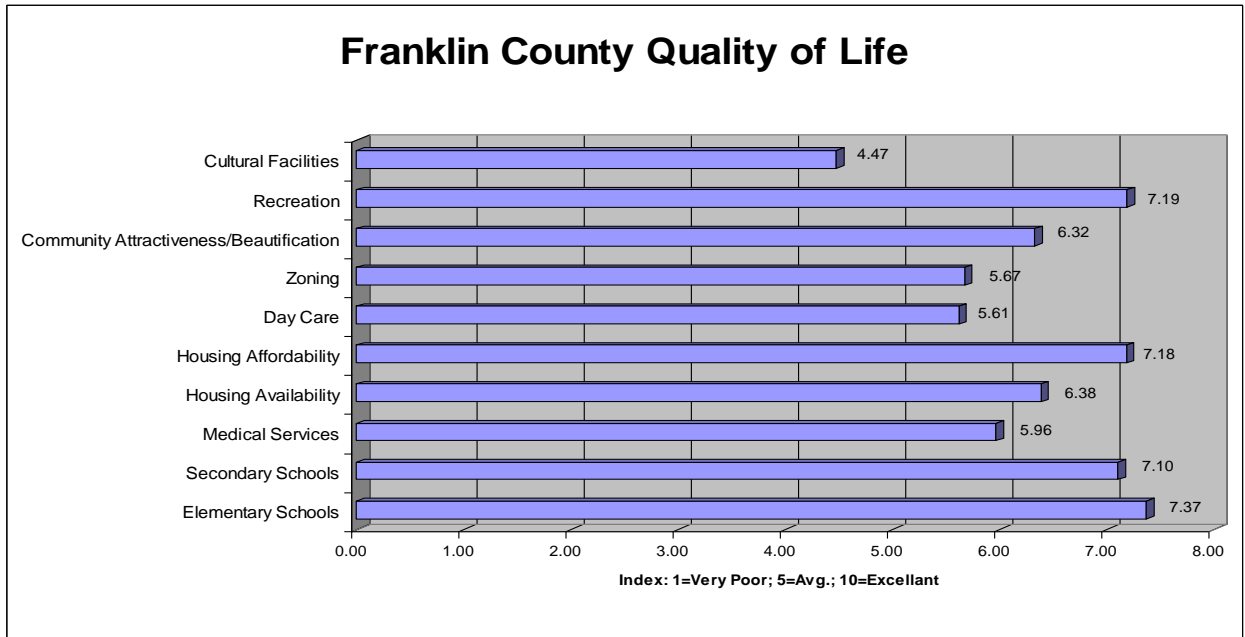
Source: TKCG Survey Data



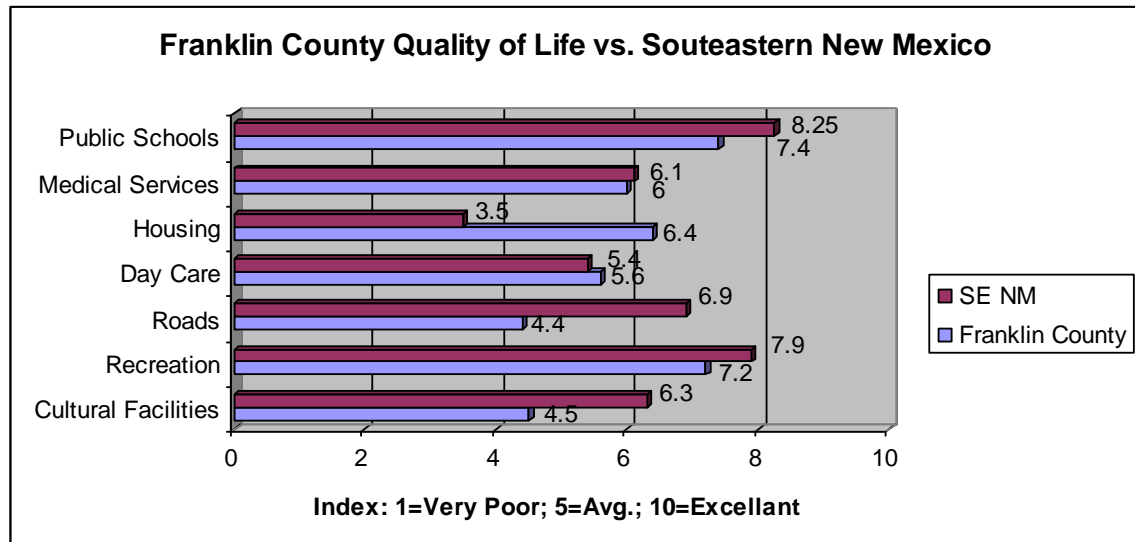
Source: TKCG Survey Data

In conducting the labor analysis an average wage within the community was in the range of \$15-17.50 per hour with an average fringe package of about 20%. Most of the jobs identified were in the service sector with a high degree of skills and very low turnover.

IV. Franklin County Quality of Life Analysis



Source: TKCG Survey Data

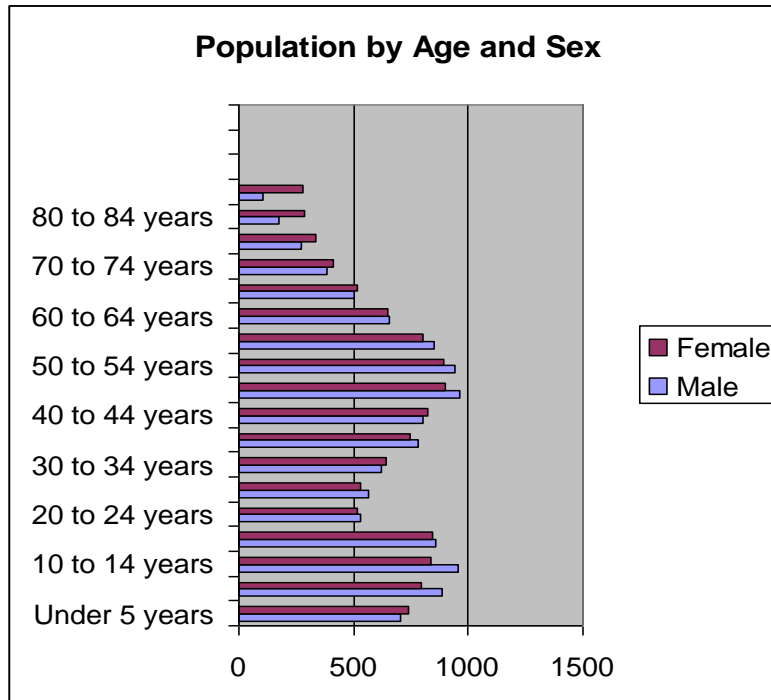


Source: TKCG Survey Data

V. Franklin County Demographic Profile

It is also important to consider some general demographics when determining the direction a community should take in their long term development activities. For the purposes of this report we are looking at a combination of information including economic, population, social and housing demographic data to provide a base line for the community. We used information found in the 2013 American Community Survey database for most of this information.

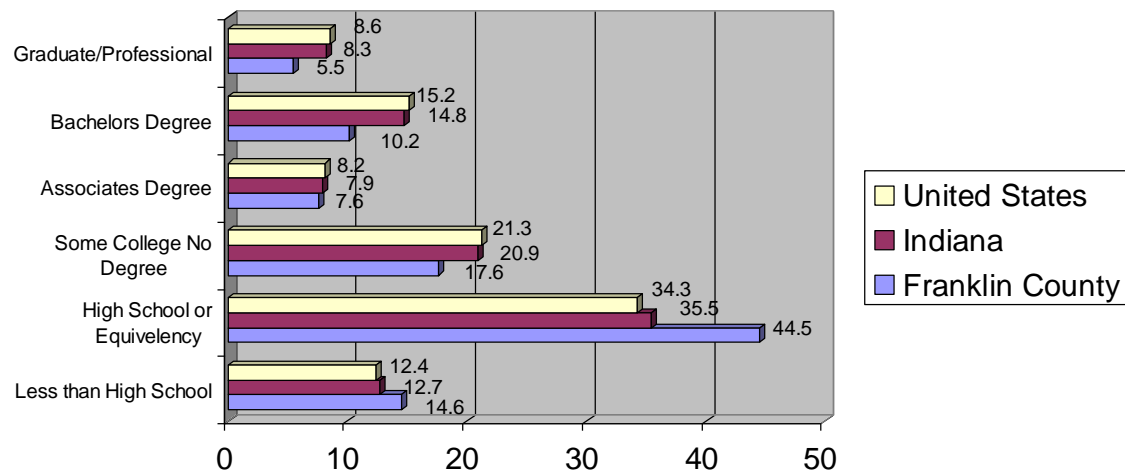
Franklin County Population by Age and Sex



Source: American Community Survey – 2013 data

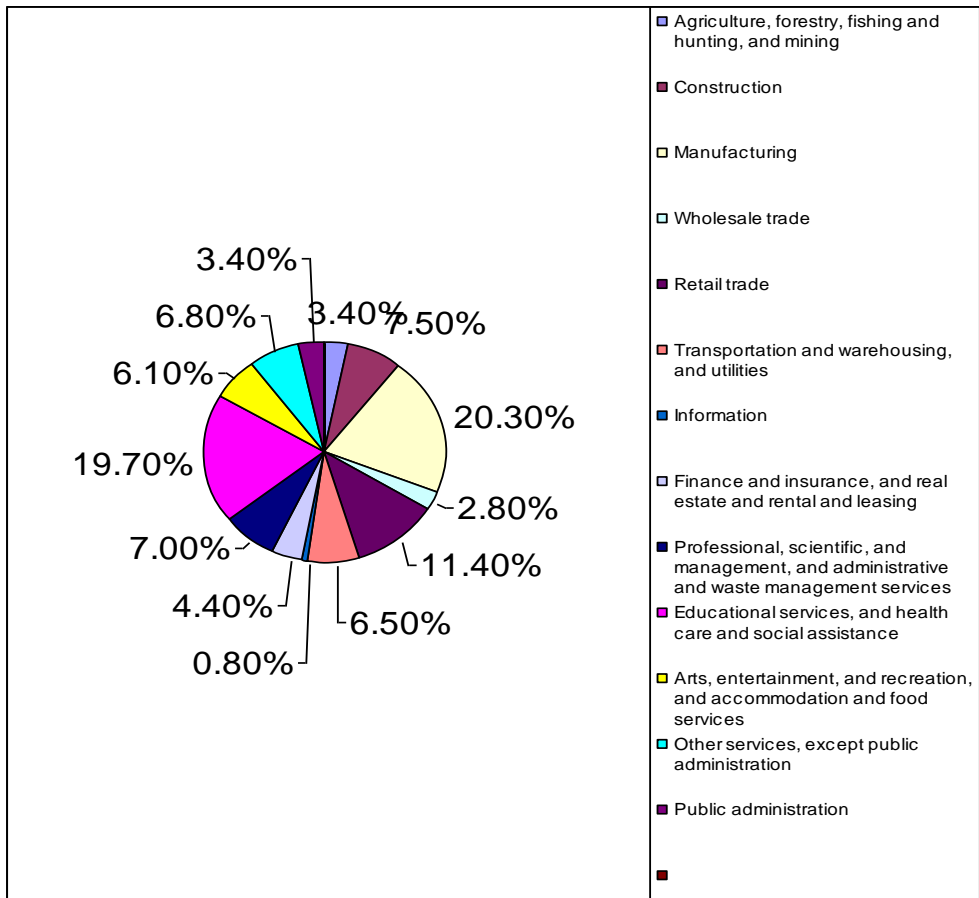
What can be gleaned from the above data is that Franklin County is experiencing much the same dilemma that other communities are facing, which is the out migration of young working age population between the primary working ages of 18 – 30. The primary rationale for this is the lack of permanent full time jobs located in or near Franklin County, Indiana. As the residents graduate from high school they have few options, go on to school elsewhere or go look for employment closer in to the major metropolitan areas such as Cincinnati or Indianapolis. The only methodology to alter this trend is to create jobs within or near to the community to provide jobs to those youth that want to return to Franklin County for work and to raise a family.

Franklin County Educational Attainment

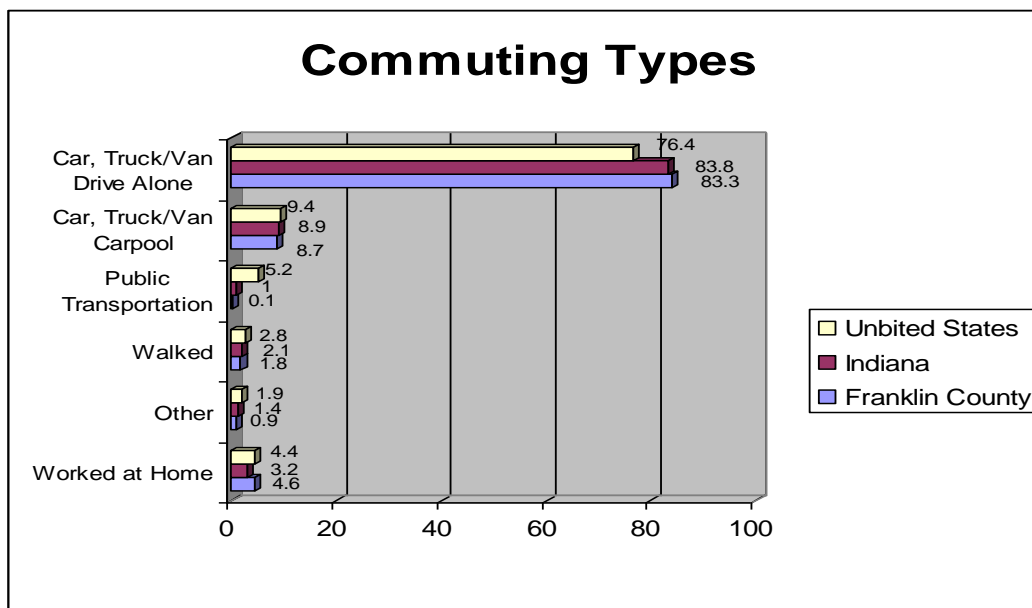


Source: American Community Survey – 2013 data

Franklin County Employment by Industry in 2013



Source: American Community Survey – 2013 data

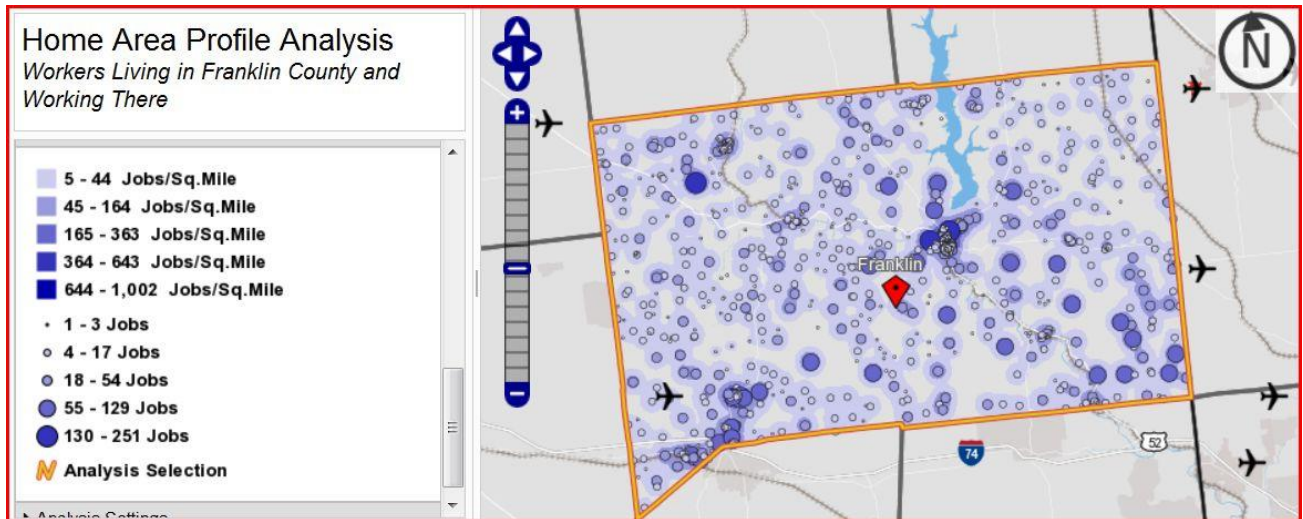


American Community Survey – 2013 data

Source:

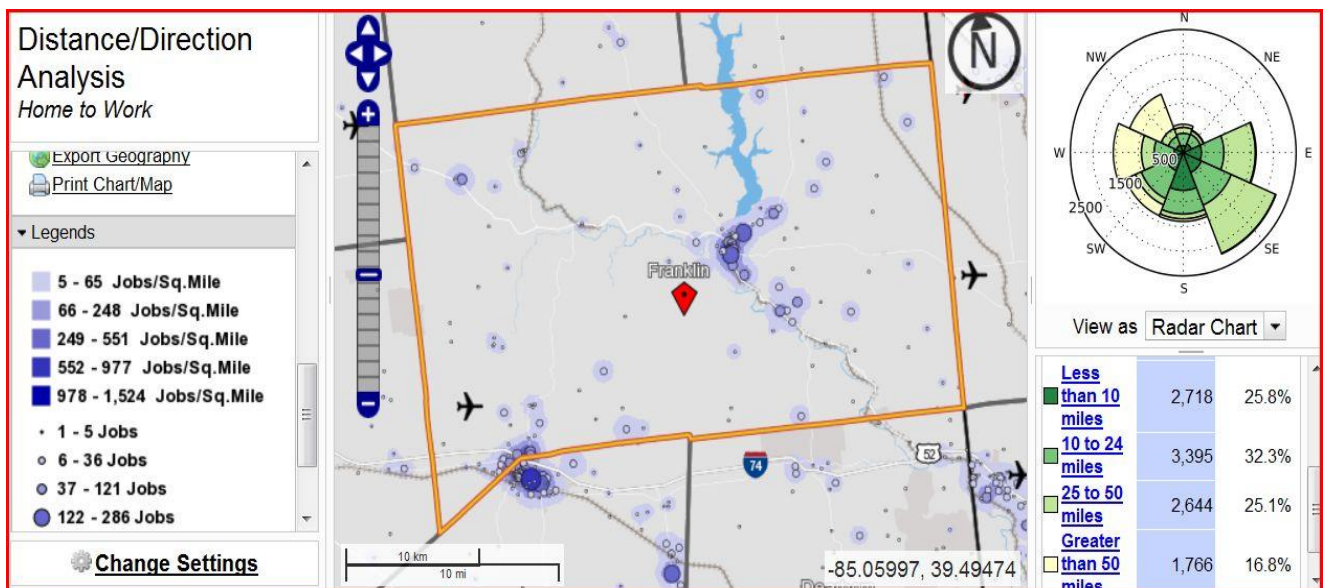
The following maps depict job location and commuting patterns that serve Franklin County.

Workers Living in Franklin County and Working There



Source : LEHD on the Map – 2011

Jobs by Distance - Home to Work



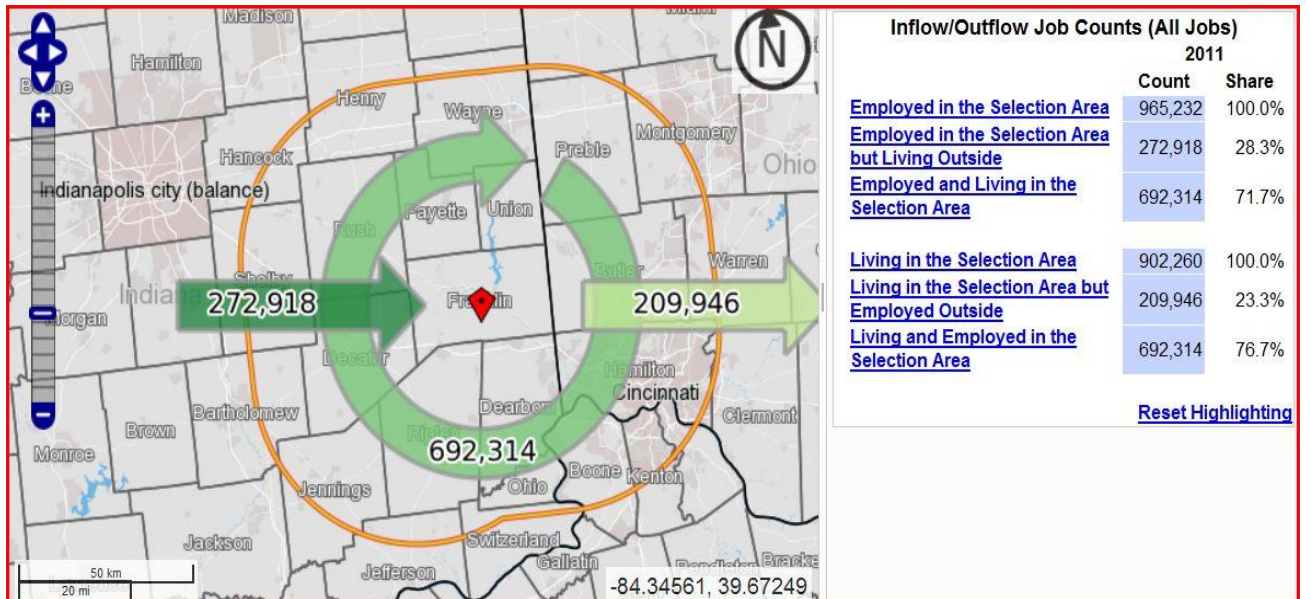
Source : LEHD on the Map – 2011

Jobs Commuted Daily by Metro Area

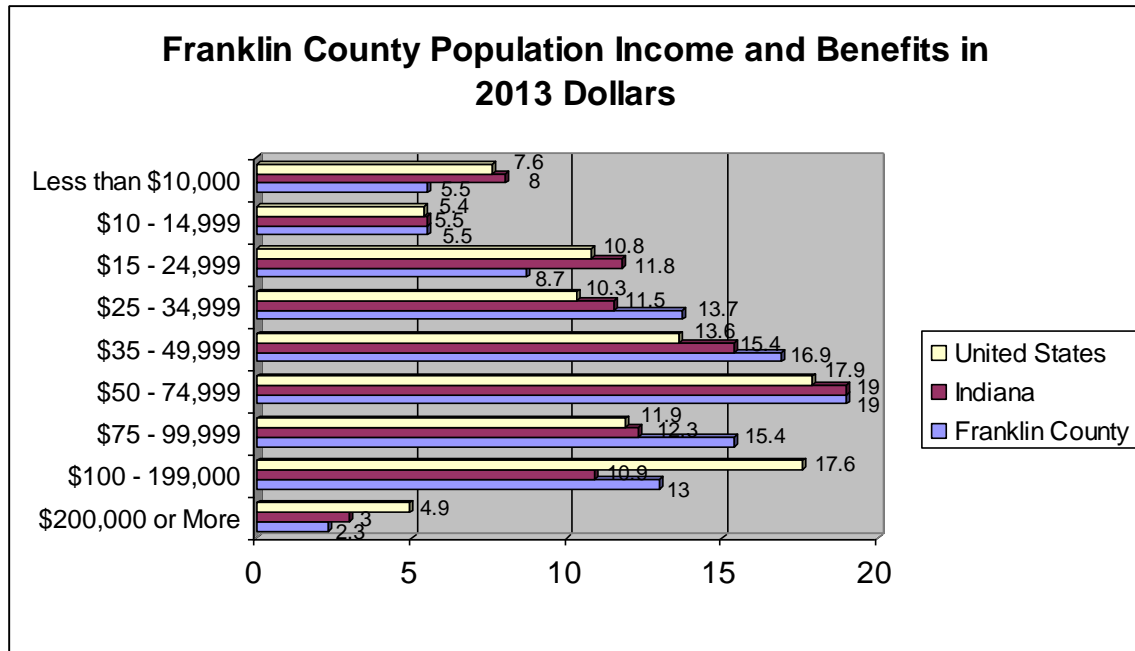


Source : LEHD on the Map – 2011

Labor Force in Thirty Mile Radius of Franklin County, Indiana

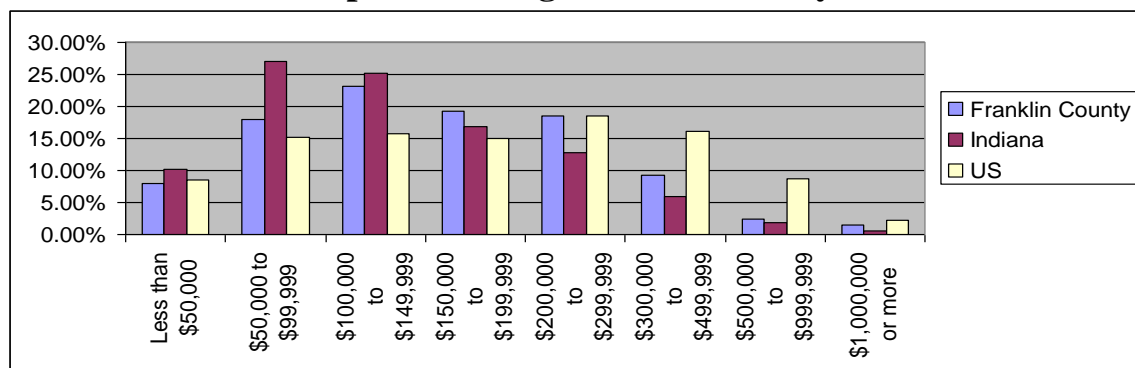


Source : LEHD on the Map – 2011



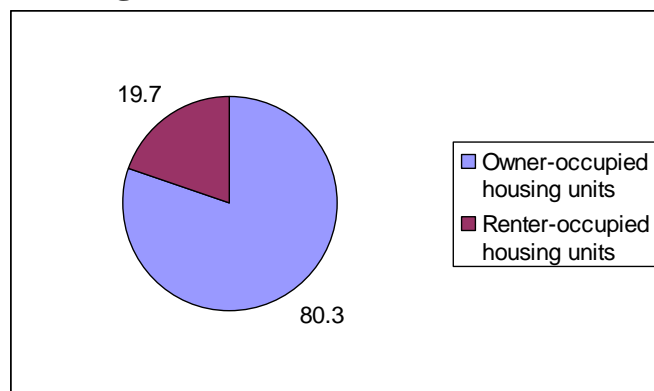
Source: American Community Survey – 2013 Social Data

Value of Owner Occupied Housing Franklin County



Source: American Community Survey – 2013 data

Franklin County Owner-occupied Housing Units vs. Renter-occupied Housing Units



Source: American Community Survey – 2013 data

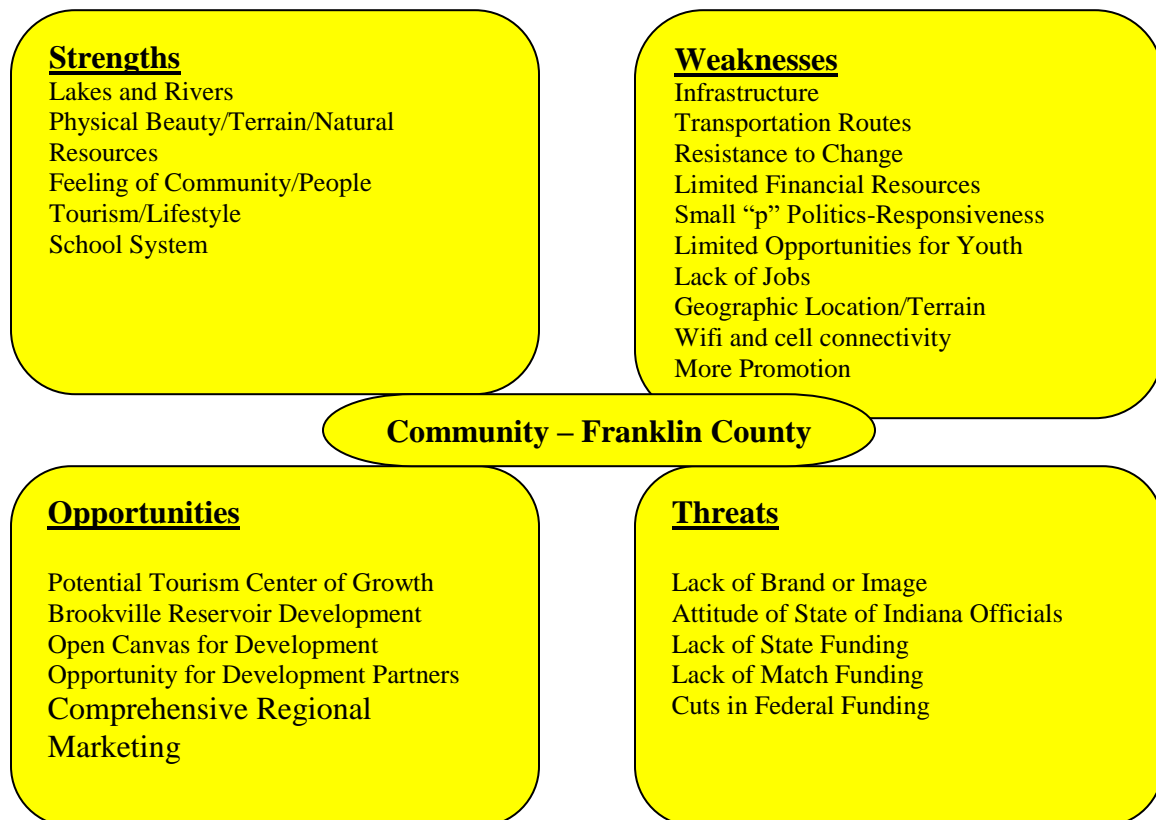
What the above data represents is that Franklin County presently, is for the most part a very stable community. However, if some of the trends concerning out migration of both youth and the general workforce are not reversed an even greater threat may evolve concerning the ability of the community to maintain itself with a declining tax base.

VI. SWOT Analysis (Strengths-Weaknesses-Opportunities-Threats)

One of the first tasks to undertake in determining the direction Franklin County should follow in engaging an Economic Development strategy was to conduct a comprehensive SWOT Analysis. The process used was to interview county residents and local businesses to determine both the current status of the community as well as future needs and direction of the community. From these interviews five categories were considered as critical to the development of Franklin County. They are:

Community – Franklin County
Utilities
Workforce/Education
Sites
Quality of Life

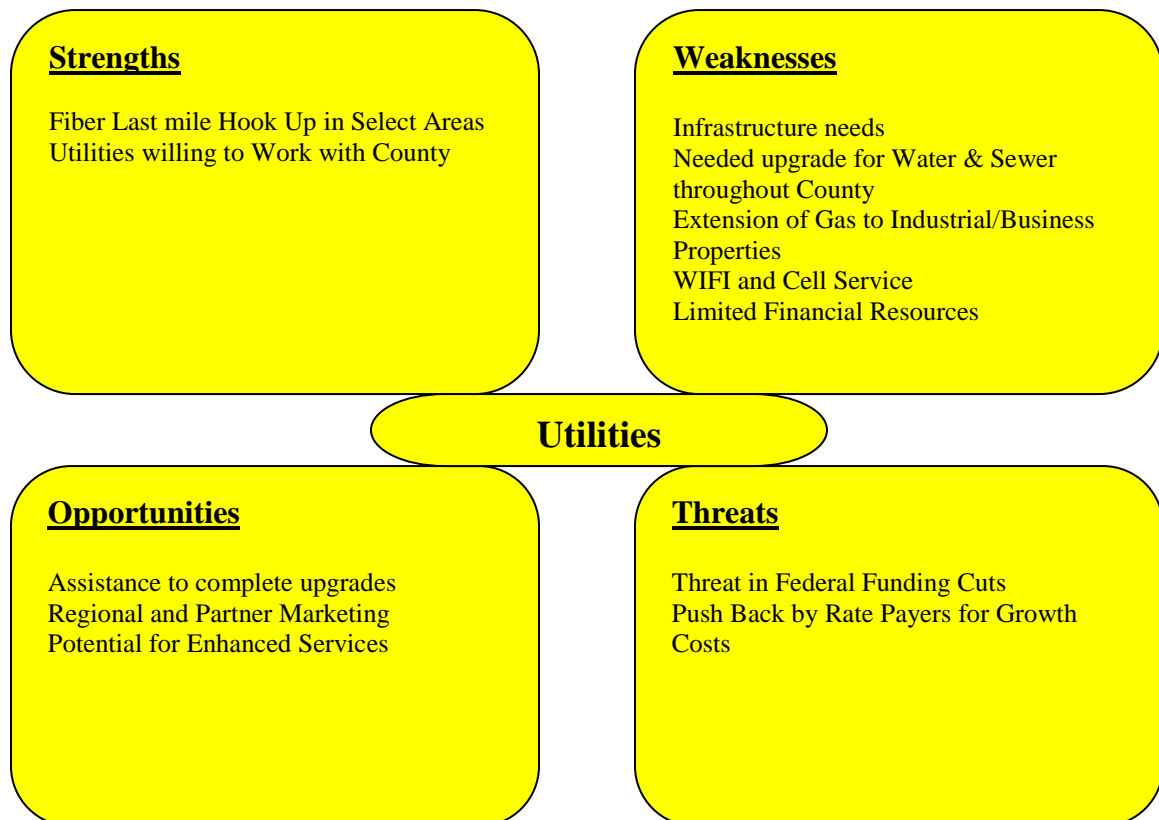
COMMUNITY – FRANKLIN COUNTY



The county is poised for growth due to its location and the quality of the people that live there. Franklin County’s, albeit limited access to good roadways but having a sound labor force, along with significant land for future growth puts them in an enviable position in both Franklin County as well as southeastern Indiana.

However, the local leaders must also keep in mind that there is a thought process in the general community that the residents want to keep it like it is. Leadership must find a way to bring this thinking in line with a Smart Growth county, one that is both progressive, but not growth for growth's sake. This can be done, but it will take dedication to being open to suggestions and new ideas while protecting what made the county great in the first place, its people and its location. Slow but steady growth should be the overall goal for the county; i.e. managed growth. A potential process that could be used by Franklin County to improve and further educate the residents about the Economic Development process is to have annual updates for the residents as a whole and discuss both progress and new and continuing problems that affect the growth process. Accept input from the citizens to identify solutions for the problem areas as well as identification of new potential development ideas. This could act as an update to this current plan and give the broader community a base from which new priorities can be obtained for the county to accomplish. Another idea to consider is to create a committee of youth to help and have input into the direction that the county should consider. They are the future workforce and having input would give them a sense of both involvement and ownership of the county and the process. During our interviews we met with a number of youth and all indicated a desire to either remain in the County or return after college to the County to live. In order to accomplish this, there must be opportunities for them to return too to earn a respectable living.

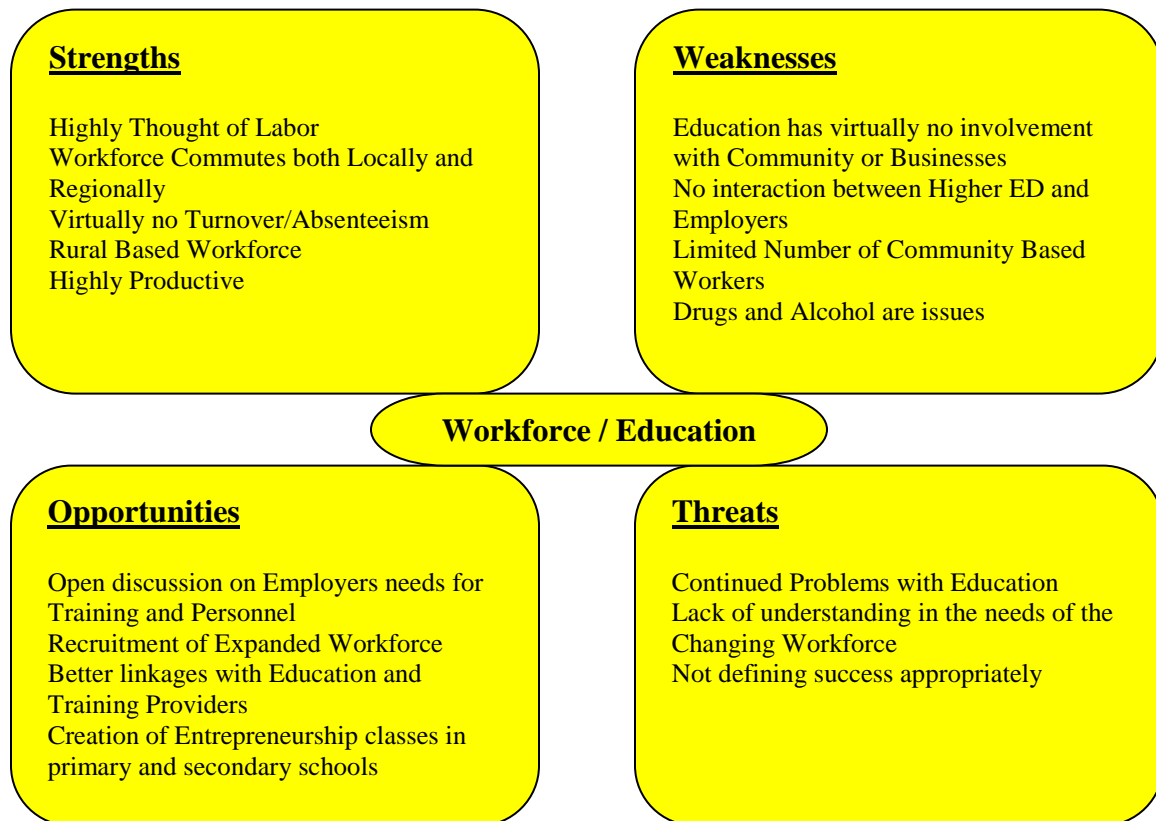
UTILITIES



The county has a number of positives that make it unique in Southeast Indiana. Three private utilities that are both aggressive and have strong infrastructure in place and are poised for growth; Duke Energy, Sycamore Gas and Enhanced Telecommunications Corporation and are willing to assist the Franklin County area. The fact that the last mile of fiber is in place in select parts the county is a very strong point, which will allow parts of the county to market itself as a highly connected community. This could relate to the potential of technology based jobs targeted by the county for location.

However, there still are utility needs in Franklin County. Both water and sewer are in place and adequate for the current needs in areas near Brookville, Batesville, and the other towns in Franklin County. There is still a need to upgrade both services throughout the rest of the County to meet residential, business and industry requirements. By working with both the water and sewer providers and by identifying potential resources these upgrades should be able to be addressed over time. An initial program explaining the need for the building of infrastructure as well as the impact will need to be accomplished so as to allow for the understanding of the need for upgrading the various systems. It is understood that in the past many utilities have expanded on a pay as you go basis, relying on the investing business or individual to pick up the tab on extensions. In this highly competitive environment for the location of new jobs and investment, those communities and counties with the infrastructure in place and sized appropriately will be the ultimate winners a majority of the time. One of the critical issues is that of both timing and money. Both can create problems within the Economic Development process. There are potential solutions to the money side of the equation. These include the creation of a Tax Increment Finance District, which allows for the taxes raised in the district to pay for infrastructure improvements, a second is the use of infrastructure funds from two sources from the federal government the Economic Development Administration and the USDA Rural Development Division. Both require an application and some match to be provided as well as potential payback on funds used for the creation of an industrial/business park. Another source for upgrade funds is the State of Indiana from two potential sources including the Indiana Economic Development Corporation and the Office of Community and Rural Affairs. Both have had some grant monies available for specific investment projects. The Lawrenceburg Grant program is another potential source for assistance in extending and upgrading utilities as well as creating industrial and business sites. If any of the above are used then the impact on individual rate payers should be minimized and address the issue of pre-building the improvements.

WORKFORCE/EDUCATION



The current workforce is very highly thought of. The fact of high productivity and minimal turnover will relate positively with future employers as will the very low absenteeism found in then area. There are some problems with both the labor and education found in the area, they include a limited number of locally based workers, the school system and the lack of dialogue with area businesses on the basic education needs of the area.

To address these problem areas, the county should open a dialogue with the school system to determine ways that both can work together in identifying and addressing the issues that allow for a comprehensive approach to a sound economic development process. These issues include graduation rates, co-use of facilities, volunteerism, curricula enhancement and any other way that could enhance the activities of each entity. Another potential solution may be in the incorporation of Entrepreneurship as a curriculum in the School System beginning in Grade School and progressing through High School. This could create a highly motivated workforce keen on the needs of Entrepreneurs. Another area of concern is the recruitment of people to fill the jobs that if located in Franklin County would be needed. Thought now should be given on how and what needs to take place to recruit people to both live and work in Franklin County.

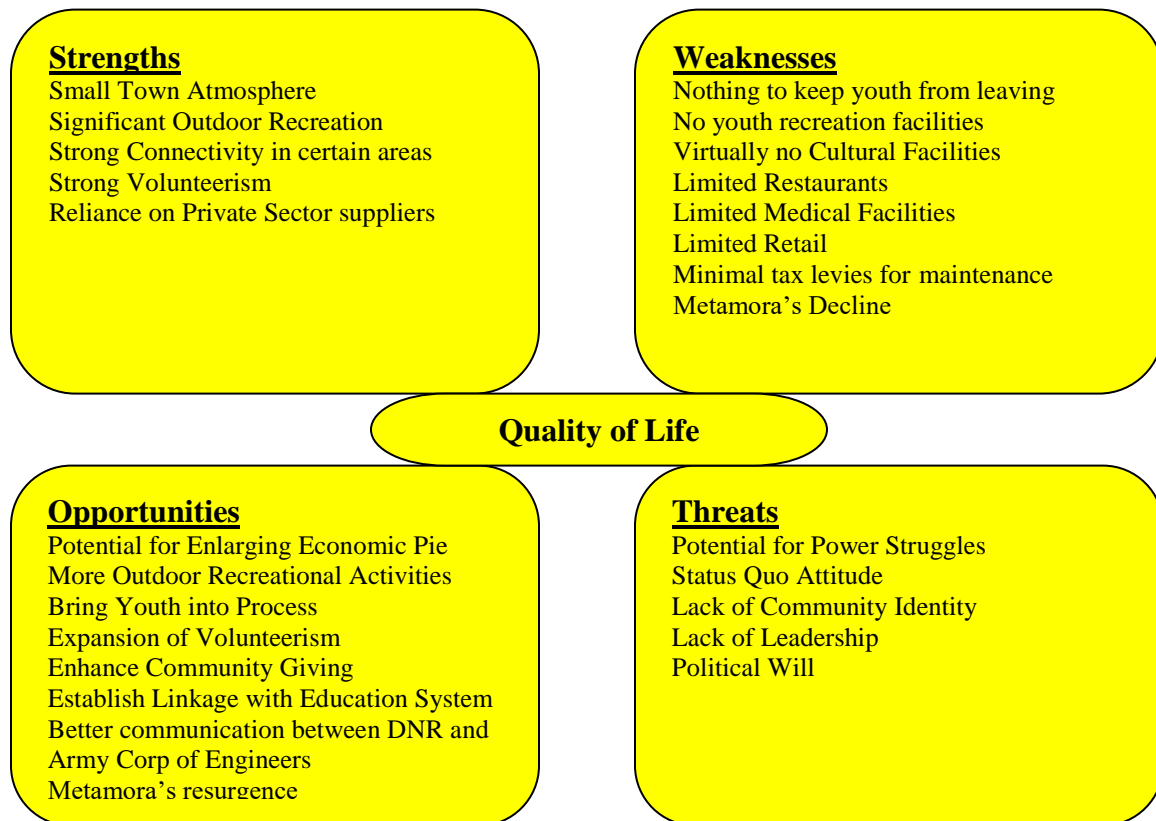
SITES



There are numerous sites under consideration for the purposes of this analysis. They have significant strengths and also have some weaknesses. The sites are on Indiana 101 north of Brookville, South Gate on Indiana Route 1, south of Brookville on US 52 (near Sperry Rice), and north of Batesville on Indiana 229. The strengths are their proximity to major transportation routes and high visibility, willing sellers and high development potential. The fact that some are within easy access of the last mile of fiber connection is a definite asset for sites in terms of development.

All of the sites have some issues that must be addressed prior to them being developed or marketed. The Indiana Route 101 site is in need of extension of gas so that the existing employers can potentially expand their operations. A potential access point from Indiana Route 1 should be identified and constructed. The sites are also in need of water system upgrades to handle the industrial and business needs of fire protection (sprinkler systems) and potential regular daily use. The sites out Route 1/52 need water and sewer upgrades as well as gas upgrade to be able to serve potential industrial users that may locate on the property. These sites will also need some general improvements on site to make both highly developable. There are sources to achieve these upgrades but local decisions must be made and committed to make these sites attractive for development.

QUALITY OF LIFE



Again, Franklin County's access is critical to its Quality of Life. It is rural based and has available numerous outside activities nearby to take advantage of throughout the year. The citizens have a strong community linkage and volunteerism is quite strong. The fact that some areas are highly connected (fiber) also lends itself to a good quality of life allowing for interaction with the world.

Even in light of all of the positives, Franklin County has issues that need to be addressed. There is no image or community identity that relates itself to Franklin County. Thought should go into what type of image the County would like to have or be thought of by the rest of Southeast Indiana, the State of Indiana and the region. Currently there is little in the county to keep their youth in the area following their high school years. There are also limited activities for younger youth and families to take advantage of in the way of local parks if they are not part of the school system. There is also a need for basic services in the community to further strengthen it including additional retail, restaurants, medical clinics and affordable housing stock for new entrants to the county. All of these can be addressed with additional resources and good future planning by the County and its citizens. The County may want to consider the establishment of a formalized volunteerism component that would both foster the concept of volunteerism as well as provide a program for assisting both the county and the residents when there are issues of need. Tourism seems to be the tie that has the greatest potential in the County for Growth. Since its construction Brookville Lake has been very underutilized as an asset

for the County. Virtually no taxes are generated from the lake while the County is responsible for supplying services in the form of law enforcement, fire and medical services to the visitors. Better cooperation needs to be developed between the Army Corp. of Engineers, Indiana DNR and the County and towns to address these issues. Development in and around the Lake should take place as it has at other Army Corp. controlled Lakes. Recommendations will be made as to how what the potential development will look like. Revenue generation from the Lake is important to Franklin County and discussion should be initiated with Indiana DNR of collecting a Campsite fee/tax as well as a concession tax so that the County can offset its costs relative to the Lake.

VII. Target Industry Analysis

Selecting target industries and businesses for Franklin County is a multi-step process. In Phase I, the SWOT, we identified the area's strengths and weaknesses as a location for business growth. From this, we utilize a "site selection" process that attempts to answer the following four questions:

1. **Are there local assets that give specific industries a competitive edge? What clusters currently exist locally, and are they growing?** Immediate and obvious candidates for targets are those that are experiencing growth within the community or surrounding communities. Industries that have a large presence but lack growth suggest that the county is losing its competitiveness in this industry. While the industry may be a candidate to target for a retention effort, a long-term decline calls for a close look at transitional opportunities into new industries that create jobs (e.g. textile workers transitioning into food processing).
2. **Are existing or emerging local clusters growing nationally or undergoing geographic dislocation?** For those local clusters that have potential, are they growing nationally as well? While some industries are experiencing high growth rates, most U.S. industries are modest or stagnant in their growth. However, the dislocation of industries from one part of the country to another has been a longstanding opportunity for recruitment. Many industries undergo restructuring in order to be more competitive or simply suffer a high rate of startup and failure.
3. **Communities/Counties are as unique as people.** Each one has strengths that companies can leverage to create competitive advantages. These strengths can include such things as workforce skills, tax structure, infrastructure, and market proximity. Likewise, many companies have specific infrastructure and workforce minimum requirements, and understanding whether the region can meet those requirements is crucial. For example, if the region lacks water and wastewater capacity or has overly stringent environmental regulations, then the community could be ruled out for food processing and semiconductor manufacturing. Understanding the needs of target companies is essential to recruiting them.
4. **Does the industry match community goals?** The most important criterion is often whether or not the industry matches the stated goals of the community. Some communities may want to avoid manufacturing businesses or businesses that don't pay high enough wages. Sometimes lack of available land requires a more precise list of targets. Communities wanting to maintain a small-town appeal, for example, may target homegrown "soft" industries. Others wanting to transition into a more urban, metropolitan setting may focus more on larger office users.

"Site selection" is a broad term that describes a company's process of selecting a city for a new office or the relocation of existing divisions. This process involves executives from several divisions within the company (such as Executive, Human Resources,

Facilities Planning, and sometimes Marketing) and often involves a consultant or real estate broker. Site selection is not a scientific process, but does involve a system of measurements and calculations, many of which are subjective to the company.

Traditionally, the growth of economies has been described in terms of a region's "basic" or "primary" industries. These industries typically export their goods or services outside the region, thereby supporting local industries such as retail, housing construction, and personal services through its payroll and local purchases. Primary industries reflect an injection of outside money into the community and have a high economic impact; according to various economic impact analyses, a typical primary business may create two additional jobs in the local economy for every one job at its facility. For this reason, communities across the country compete to recruit or retain these high-impact, primary businesses.

Manufacturing is a good example of a primary industry, as most customers would be found throughout the U.S. or even internationally. With the manufacturing industry in decline and the increasingly global nature of business today, many more industries are increasingly "primary" in their make-up: distribution centers may serve a multi-state region; back office operations can serve a company's global network of employees; and custom software companies can build Internet applications that serve businesses anywhere in the world. Federal installations such as army bases or federal research labs are clear examples of how government can be classified as a primary industry. High wage jobs are usually found at national or global companies that are enjoying growth.

While businesses are more global in nature today, rapid gains in technology, telecommunications, and markets continue to alter the location requirements of many companies. Often the speed of business drives corporate location decisions. Research conducted by the Industrial Asset Management Council suggests that the competition for top talent is now viewed to be the most important component of a successful company. Today's business environment requires that businesses continue to upgrade their technological capabilities while expanding the skills of the available workforce. Innovation and change are now basic requirements for success.

Companies (and site selection consultants) select locations/expansions with the best business climates.

This may mean, for example,

- a good labor climate,
- good market proximity,
- good transportation,
- the availability of incentives,
- and all positive business conditions.

This will result in clustering; a concentration of like companies due to favorable business conditions.

- Clustering is a “green light” for other similar companies to take a look. But they will only locate if the good business conditions remain.
- For example, they may find the labor market for select skills depleted due to too much location/expansion activity.
- This is why we conduct careful fieldwork interviews with local companies for our site location clients, in order to help them to thoroughly understand the local business conditions.
- This methodology is also sound for economic development targeting. It will assist you in understanding location patterns and to identify the most active, fastest growing company types.

As indicated previously, targets are subject to “fit” within a community. Upon review of the workforce and existing employers, a concentrated effort was made to identify those industries that utilized the existing foundation while drawing upon new technologies and expanding industries nationally and internationally. It is with those parameters in place that the following targets are offered:

Tourism Industry

**Resort Facility
Winter Sports Venue
Marina
Craft Style Retail**

**Enhanced Zip Line
Amphitheatre
Living History Site - Metamora
Civic/Community Center**

Service Industry

**Back Office Operations
Data Centers
Regional Offices**

**Medical Facilities
Research Centers**

Manufacturing/Processing

**Plastics
Bio-Fuels**

**Food Processing
Wood Products**

The above cited targets take advantage of the infrastructure, the terrain/environment, sites, workforce, and educational foundation available within and around Franklin County. Utilizing linkages with the University of Cincinnati, Ivy Tech, Indiana University and Purdue University, tremendous opportunities exist within the Research and Development, and Environmental Services/Engineering sectors, Computer Science/Informatics and other technology based industry and business. In addition, there are many components within the traditional industrial base of the Greater Cincinnati area that provide transferable skills to the above targets.

Secondary Market Targets

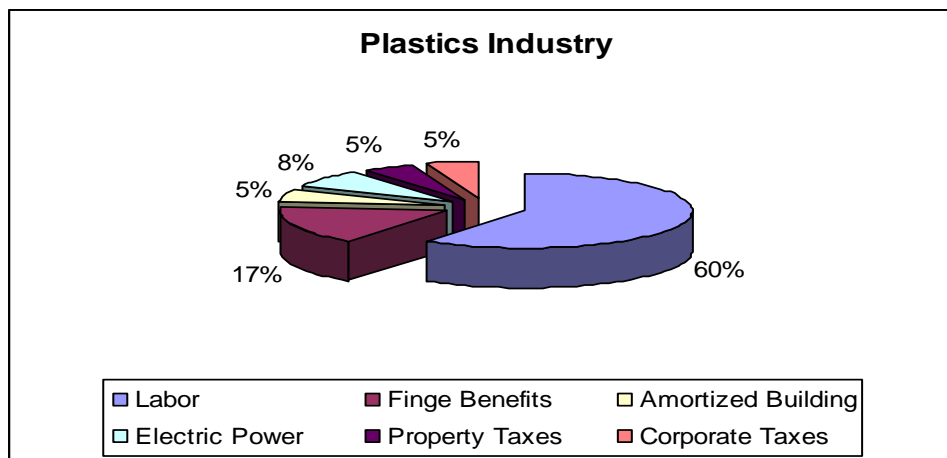
**Retail
Hotel/Motel
Grocery Store**

**Medical Offices
Restaurants
General Offices**

The secondary targets are logical, based on the location of Franklin County and its concentration of Tourism related activities. Some of these will be difficult to locate at first due to the basic requirements established by various Franchises as to density of population, income thresholds and traffic patterns. However, as the community grows these obstacles will be minimized.

Following is a description of critical issues the determine locations in the various business and related industry. These criteria and critical issues have been derived from years of study and numbers of projects, and are proprietary in nature.

Plastics Industry



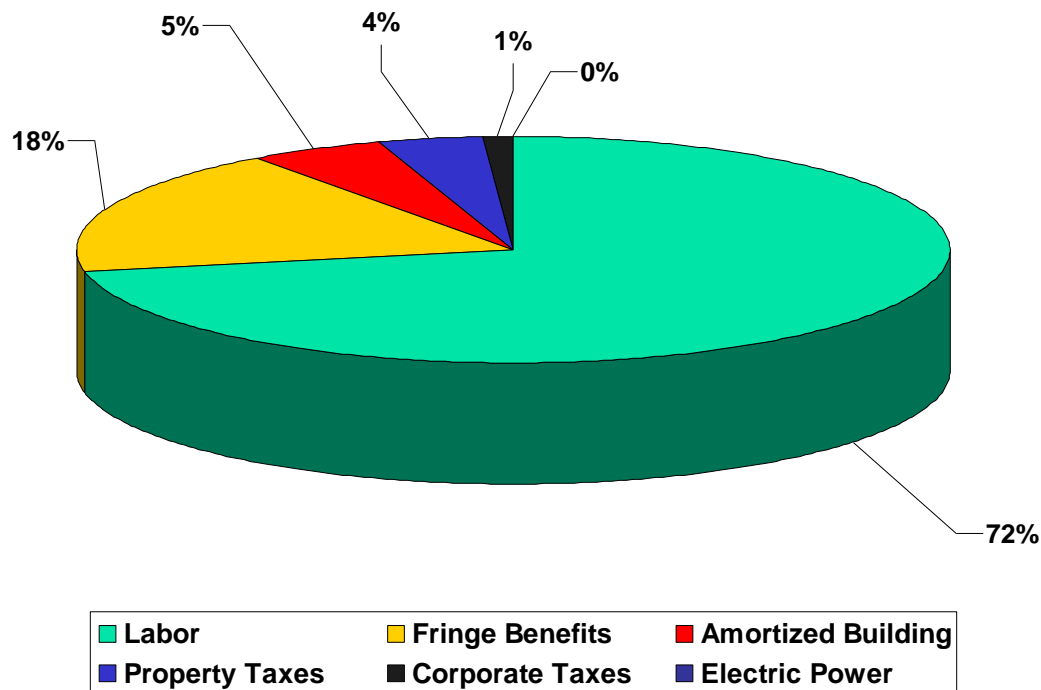
- Labor availability
- Fringe benefits
- Property Taxes
- Electric Power
- Corporate Taxes
- Building Costs

Back Office/Call Centers/IT

- Labor availability
- key positions: customer service representatives (CSR), help desk reps, telemarketers, industry experts

- Labor quality (turnover, absenteeism, etc.)
- Labor costs
- Telecommunications
- Education/Training (and incentives)
- Existing leased Class A/B buildings with ample parking and/or improved commercial sites
- IT tech support
- Commercial air service
- Good access to corporate headquarters/related
- Corporate income tax
- Electric power (reliability & cost)

Labor Costs are Closely Tied to Back Office Locations



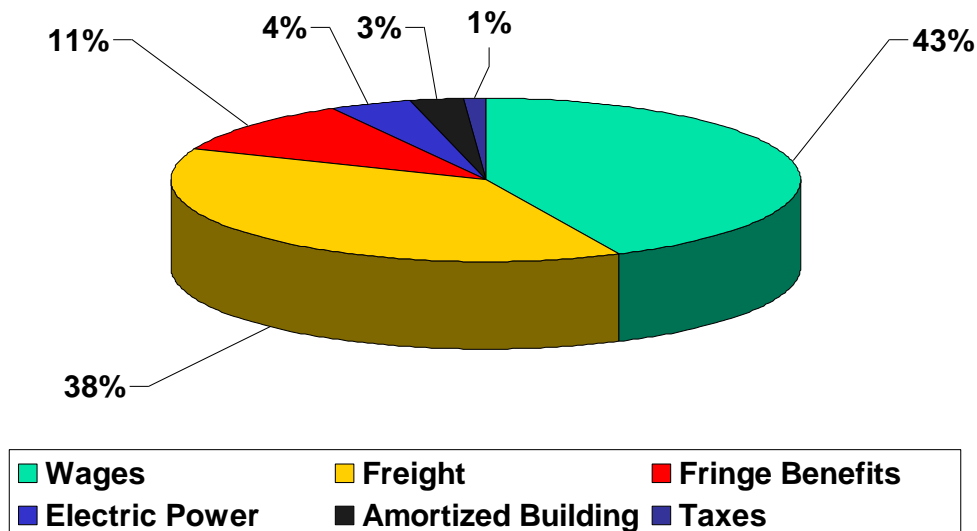
Food Processing and Related

- Available labor skills
- key positions: machine operators (cutting, blending & PLC³); food technicians, maintenance mechanics and warehouse workers)
- Labor costs
- Access to markets & raw materials/transportation costs

- Good water and sanitary sewer capacities
- Electric power costs/reliability
- Fully improved industrial sites/specialized buildings (may require rail service)
- Incentives
- Equipment tax exemptions (large capital investment)
- Infrastructure
- Training
- Good highway access
- Good labor/management relations.

³ PLC – Programmable Logic Control

Freight Costs are Critical in Determining Food Processing Locations



Ethanol/Biomass Criteria

- Local grain supply and basis (grain represents 65%-70% of total operating exp.)
- Highway access
- Rail access to isolated industrial site (70 acre minimum)
- Utility infrastructure (natural gas pipeline, electricity, water)

- Labor costs and availability
- Rural, remote, lower wage areas.

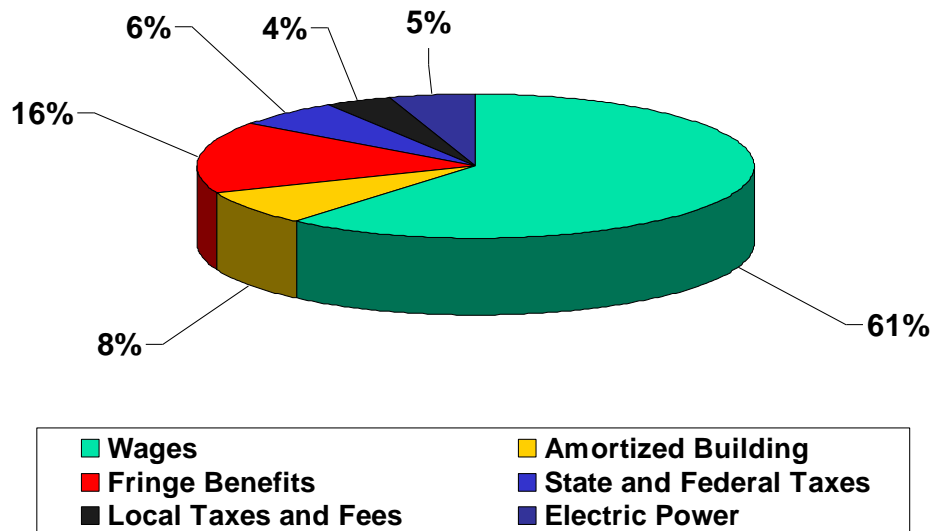
Chemicals and Pharmaceuticals Criteria

- Skilled/technical workers
- 60% skilled operators
- 25% professional/technical
- Labor costs
- Class A business park
- Electric power costs/reliability
- Highway access
- Incentives
- Equipment tax exemptions (large capital investment)
- R&D tax credits (moderate R&D investment)
- Training

Electronics (Including Assembly)

- Labor skill availability and quality (key positions: assemblers, electronic technicians, testers, maintenance mechanics)
- Labor costs
- Education/training with incentives
- Electric power
- Supplier network
- Proximity to markets/good highway access
- Fully improved industrial parks
- Building costs
- Corporate taxes

Annual Operating Costs Breakdown of an Electronics Plant Without Material Costs and Freight



Back Office/Help Desk Operations

- Great clerical/customer service labor availability.
- Excellent labor quality with low absenteeism and turnover rates.
- Customer service wages are lower than source cities and most competitor cities.
- Telecommunication is improving in San Juan County.
- Excellent training availability through cooperation with college and state incentive programs.
- New industrial/business park being developed; could build to suit if no Class B or C buildings available.

Back Office/Fulfillment Center Benchmarking (Example)

	Importance Weight	San Juan County	Total Score
Back Office/Call Centers			
Labor availability	10	10	100
Labor quality	10	9	90
Wages	9	9	81
Telecommunications	7	6	42
Education/Training	7	9	63

Class B Office Availability	6	7	42
Class B Office Costs	5	7	35
IT Tech Support	6	8	48
Incentives	7	9	63
Commercial Air Service	3	3	9
Corporate Income Tax	5	9	45
			618

VIII. Economic Development Recommendations

Currently, Franklin County has an Economic Development Commission (three member appointed commission) appointed by the County Commissioners and funded in part by the County through EDIT funds. There is no paid staff at present and the budget is approximately \$30,000 per year. There are two recommendations concerning Economic Development in Franklin County. One is to continue in its current format but to add a private sector Advisory Board to give input on at least a quarterly basis. This would add additional consistency and potentially remove some of the small “p” politics from the decision making as development takes place. A secondary recommendation of this study is to potentially change the current make up of the Economic Development process in Franklin County to a private not for profit 501 c5 or 6 Corporation with a seven to nine member Board. It is understood that this is somewhat similar to what the previous Economic Development group did a number of years ago, but this recommendation involves much more scrutiny and additional transparency. There will also be accountability built in to the design and structure of this new organization so that it will not fall victim to the previous abuses identified with the previous organization.

This new organization would be a membership based entity with individuals, business/industry, and government buying memberships at varying levels. It would meet the requirements under Indiana State Code for confidentiality as well as transparency where appropriate. The Board of Directors would be self perpetuating and based on election to the Board on a term basis. All members of the Board would be elected from the paid members. As a result of the interviews with existing Industry there is interest in both serving on and contributing to such an organization. By having both the private and public sector involved directly in the Economic success of the County the chances for enhanced growth, while not guaranteed, is more likely to happen. This group could also look into doing some unique activities such as creating a business advisory group to assist start up and fledgling companies to operate their businesses efficiently and effectively. It could also start up an Entrepreneurship Program in the County and assist start ups in beginning their businesses through the creation of an incubator site with business assistance activities. Another initiative would be to create a Community Business Center that would serve as a base for home based businesses to use as a second office and social center. This again would make Franklin County unique in the Economic Development world.

Project Recommendations

Improving Infrastructure to existing and future TIF Districts – Extending Utilities to the existing TIF Districts will be critical for the continued growth in the identified industrial parks. Specifically, the extension of Gas to the Golden Road Industrial area, so that business can operate more efficiently. Also, the extension of water to the area around the Sperry Rice (Mounds) area to enhance the further development of the US 52 corridor. Another project over the long term is the potential extension and upgrade of the sewer system from the Golden Road area back to Brookville using the TIF funds for the enhancement of the Treatment Plant.

Steps for achievement:

- Identify specific needs for the areas to be served
- Work with providers on the design and construction process
- Identify sources of funding for the projects
- Prepare appropriate documents for bidding and completion

Year Round Resort on Brookville Lake - The establishment of a full year round resort located on Brookville Lake is and should be a priority for Franklin County. Discussions have been had as a result of this study with the Army Corp of Engineers considering the potential for the development of a Resort somewhere on the Lake in Franklin County. This actually was part of the original development plan for the lake back in the 60's. It is time to aggressively promote this project with both the Army Corp. as well as its lessor, Indiana DNR. Incorporated in this development would be a lodge with restaurant and meeting space, access to the lake with a swimming area and boat docks/Marina. Along with these items a connector should be made to the trail system for hikers, bikers and equestrian's to enjoy. Additionally, for winter type activities a system of trails with snow making equipment should be developed to create snowmobile trails, cross country Skiing and snowshoeing in and around the lake. An additional activity could also be a tubing venue at the resort to further entertain their visitors. In the conversations with the Army Corp, while they didn't say no to the concept they commented that anything going through them takes time and must meet all environmental safeguards. Potential champions would be major Resort Developers.

Steps for Completion:

- Initiate discussion with Army Corp. of Engineers about the concept and potential locations.
- Determine Army Corp needs to proceed forward.
- Engage DNR about the development possibilities including the previous discussions with Army Corp.
- Search out potential developers to either bid on or propose a development strategy to accomplish the Resort.
- Identify potential funding alternatives that could be used to finance the project such as EB-5, Lawrenceburg, CDBG, Food, Beverage and Bed Tax and other potential resources.
- Work with County officials to coordinate the completion of the project.

Enhanced Zip Line – Construction of a Zip Line across Brookville Lake could draw tourists and thrill seekers from across North America. The creation of a zip line crossing Brookville Lake could become a major destination activity in Franklin County. The span approximately 5,600 feet would be one of the longest Zip Lines in North America and could bring people from all parts of the Country and Internationally. Again in discussion with the Army Corp there was no initial opposition, but again, an understanding that the process for approval could be slow and tedious with consideration for environmental and other potential concerns. A potential champion for this project could be the existing operator of the new Zip Line in Franklin County or another outside developer.

Steps for Completion:

- Identify project partner.
- Meet with both Army Corp and DNR officials about the feasibility and location for such a venue.
- Obtain approvals from both agencies to proceed.
- Discuss the obstacles and challenges for the project.
- Identify sources for funding such a project.
- Engage County officials for support of the project

Amphitheatre – Identification of a site that could be developed as a performing arts venue overlooking the Lake. This could be on the scale of Red Rock in Colorado. With its proximity to the metro areas of Indianapolis, Cincinnati, Dayton and Columbus this could evolve into a major site for entertainment. This entertainment could include all types of music and theatre. Consideration should be given to the overall design so that the activities could evolve to provide a venue for major concerts and presentations. Potential developers could be local with the focus initially on local talent while looking to upgrade to major talent of the ensuing years. Seating would need to be addressed for early and later years as success drives the interest. Another site for a similar but smaller venue would be in the area near Metamora. The area once served to supply a venue for Bluegrass music and was quite successful until the owners could not handle the size it had grown to. Will this could be perceived as competition, there is enough need that if there is adequate communication both could survive and be successful.

Steps for Completion:

- Discuss with Army Corp. about feasibility and potential location.
- Engage DNR on the discussion similar to Army Corp.
- Identify long term funding sources for operational needs.
- Determine who will manage and control resources (Tourism).
- Identify access and additional impacts deriving from the project
- Identify a site in and around Metamora for a similar project.
- Identify resources that would be needed to operate and build a facility in and around Metamora.
- Identify the entity that would be responsible form operation

Metamora Living History Site – Consideration should be given by the County to work with the current property holders in Metamora to consolidate the core properties and create a Living History site similar to Connor Prairie (previously owned by Earlham College) to present what life was like back in the early to mid 1800's in this part of Indiana. This would involve bringing a College or University with knowledge of how to operate such a venue to both staff and create the ambiance of such a setting. A discussion should also be had with the Historical Group in Metamora, DNR and the Historic Train as well as the trail system to coordinate this concept. In order to further upgrade the situation in Metamora the County should also revisit the special zoning code and operation board for the development of Metamora that was in place a few years before with additional safeguards to prevent the things that happened previously. Another

component of this could be to move some of the retail into both Laurel and Brookville and assist both into becoming the destination for craft and artisan sales in this part of Indiana (similar to Nashville, Indiana). The third leg of this development would be to further assist Oldenburg in enhancing its position in the area of Agri-tourism. With the resources of the Sisters of St. Francis and the Town of Oldenburg with the other two components of this project if marketed as a single entity it could become a destination activity for additional tourism to create longer stays in the County. A fourth component would be to further enhance the rail/trail system from the Metamora area and link it to the system proposed around Brookville lake and out of Ohio.

Steps for Completion:

- Engage the communities of Metamora, Oldenburg, Brookville, Laurel and areas around Brookville Lake to begin discussions.
- Identify the specific needs of all entities.
- Establish appropriate safeguards and standards for development of project.
- Engage Tourism to determine interest in coordination.
- Identify potential participants for support for the transformation (Earlham College, Miami University, IU East).
- Identify potential funding sources for the overall project (EB-5, Lawrenceburg, CDBG, DNR, etc.)
- Establish time frame for completion

Civic/Community Center – During a number of conversations both with adults and the youth a desire to construct a civic /community center was discussed. One area was to include athletic activities for the youth in this center including an indoor pool, gym and other things appropriate for youth to utilize year round. Another was for community based activities for groups to use as needed. While more ambiguous than the other projects, this could be located near the current Brookville Park with the other sports complexes. This is something that refers back to the discussions to have additional venues for youth to utilize throughout the year and over time.

Steps for Completion:

- Engage overall County for input as to size, needs and uses.
- Determine location based on services and demand.
- Identify entities that would manage and maintain the facility.
- Look at potential funding sources for both construction and operation (EB-5, Lawrenceburg, CDBG, Brookville and Franklin County Bonding.
- Establish operating plan

Airport/Rail Development – Engage the owners of the private airport located near Batesville, to further develop it as both a maintenance facility as well as fixed base operation for private aircraft. The facilities could be further expanded over time to allow for additional use for related activities pertaining to the aeronautical industry. Enhancements could be made to both properties and on site facilities to make them more desirable to pilots and aeronautical based business. Also look at unique options to further

leverage the Rail system in Franklin County to allow for greater growth along the current rail corridor between Dearborn County and Brookville.

Steps for Completion:

- Continue discussions with owner of airport facilities to determine needs and expectations.
- Identify potential opportunities for the Airport and what impacts that would have on the surrounding area.
- Look at potential funding opportunities to accomplish the expansion potential of both facilities.
- Determine what entities would be responsible for the continued expansion of both facilities.
- Identify remedies to the current condition with the current owner of the rail line between Dearborn County and Brookville.
- Identify opportunities for a Public/Private partnership for each of the developments Rail and Airport.

IX. Conclusion and Additional Recommendations

The findings of this report are indeed conclusive. But there will be much work needed to be successful with any effort involving Economic/Tourism Development. Something that must be remembered when undertaking an Economic Development effort is that it is a long term process. Significant groundwork and dedication must go into the long range planning and implementation. This whole process should be looked at in terms of decades and not months or necessarily years. It is also a learning process, with each mistake a lesson learned with each success more lessons learned.

Franklin County is in an enviable position in this undertaking. It has an open palate on which to paint its future. With a number of positive attributes in its portfolio and with a little patience, it should be able to positively affect its growth in a sustainable and continuous method.

Here we will cite the identified findings of the report:

Strengths

The people living in Franklin County
Its labor force
More than adequate room for growth
Last mile Fiber connection for parts of the county
Adequate amounts of electricity and gas
Strong labor attributes of productivity, turnover and absenteeism
A commuting workforce
Highly developable sites
Willing Sellers of property
Strong sense of Volunteerism in community
Significant access to outdoor recreation

While there are some problems with Franklin County, they should be looked at as opportunities for corrective action. Following is a list of those identified:

Weaknesses

Non-growth mind set
Small “p” politics
Limited leadership resources
Pay as you go attitude for utilities
Significant infrastructure upgrades needed
Interaction between Secondary and Higher Education and employers is needed
Small number of workers found in the immediate vicinity
Ingress and egress issues need to be rectified for the County
Nothing there to keep youth in community
Limited Cultural facilities
Needed retail, health and service businesses
Consistent process for generating revenue for the County

Recommended remediation alternative for identified weaknesses:

- The greatest need in Franklin County is continuous open dialogue. For this County to grow effectively it must entertain all dialogue and open it to all ideas and approaches. What has been found in the interviews is that there is more common ground than there is not. If people truly listen before making a decision and openly discuss issues while looking for common ground growth can be a “win-win” situation for all of the residents.
- To rectify and change the No-growth philosophy, the County should implement an education process to inform the residents of what Economic Development is and is not. By doing this on a bi-annual or annual basis, much will be accomplished in removing the biases and non-truths about growth in general.
- Look at the option of creating additional development in and around the lake including the potential for a Casino, Land, Lake and Hotel development which could enhance and fund services available in infrastructure and emergency services.
- Open continuing Dialogue with the Army Corp. of Engineers for development around the Lake, including a potential feasibility Study on bidding for the management of the Lake and properties.
- Open dialogue with Indiana Department of Natural Resources on creating funding opportunities for the County along with development of select properties to further leverage attendance and use of the lake and its surrounding properties.
- By sitting down and discussing priorities and issues, much of the small “p” politics will be averted. While there will always be some, a regular meeting of the minds should go along way in keeping everyone focused on the critical issues confronting the community on a daily and yearly format.
- Training interested residents in leadership qualities could become a critical answer for many of the issues identified in this analysis. Those communities/counties that embrace and promote involvement by the residents in the governing process typically have a good progression of strong leaders within the community. It may be appropriate to create a leadership program for the county linked with volunteerism that could generate new leadership within the county. Also the youth should be included in this venue.
- In order to be successful in the Economic/Tourism Development venue it is necessary to be completely ready when a potential investor/company comes to the county. The old methodologies are no longer applicable and the infrastructure must be in place and with the correct specifications or the client will not consider the location. While there is a need to address the impact on the rest of the ratepayers, there also needs to be an understanding that this is an investment in the future of the county as a whole and could reduce future rate issues by expansion of the overall base of customers.
- As noted in the previous bullet point, industry has many opportunities afforded to them when they look for a site. Those that are ready typically receive the visit while those that aren’t are bypassed. Speed is the name of the game in this day and time, so it is critical that these services to the proposed sites be upgraded prior

to the marketing of the sites. To pay for these improvements there are a number of ways to consider; Federal loans and grants (US EDA, USDA Rural Development, US DOT), State Loans and grants (OCRA, Indiana Dept. of Agriculture, IEDC Project Specific), Local loans or grants, partnership agreements to name a few.

- Education is of critical interest to business and industry as they consider future locations for their facilities. As a result a county must do everything it can to influence the success of its local educational institutions. The County must reach out and aggressively communicate its concerns and offer its assistance to education in changing the trends, real or not, so that it can also be a strong ally in the Economic Development efforts.
- Education must also reach out to the local employers to discuss their current and future needs as it pertains to their future workforce. Dialogue must begin to enhance the skills of those leaving school directly into the workforce. This will also allow the school system better understand the specific needs of the county as a whole.
- There must be a long term plan on how to recruit new residents to the community in anticipation of jobs being created within the county. The County should look at the areas where specific job skills that pertain to the targets and then identify approximately where they live and begin marketing the lifestyle found in Franklin County to those potential residents. It must also work with reputable developers and establish specific criteria and expectations on future subdivisions and housing projects to serve new residents.
- The reason there is nothing to keep the youth in the community is that there is no vision or plan to create meaningful jobs and investment for them to come back to or to stay in the county. Job creation is the only realistic manner in which to keep youth in the county. There is also a need to provide basic services to these potential residents which also relates to jobs.
- Culture is in the eyes of the beholder. While many saw no cultural facilities locally they did identify them in the greater area. This can be achieved but it will take time. As the community grows, opportunities will present themselves, and cultural activities will spring up. This is one of those long term efforts.
- Basic services are indeed needed in the county. The problem is that many of the businesses that provide many of these services have a specific process they use for the location of their facilities. Franklin County presently does not have the demographics to meet those thresholds established by the owners of those needed facilities. This will change as growth happens. There may also be an opportunity for local or regional entrepreneurs to fill the void with non-franchise linked ventures.
- There needs to be a process by which the County can regularly increase revenues outside the regional gaming funds to operate the County efficiently. Either by increasing taxes or by imposing additional fees for service. Another way to accomplish the expansion of resources is by encouraging enhanced volunteerism within the county on non-capital intensive activities.
- Private developers can also be an added partner in the proposed development of the Franklin County area. Partners such as Duke Energy, REMC's, Enhanced

Telecommunications and Sycamore Gas can further assist in the overall development of the properties. Other potential partners could include building contractors such as Garmong Construction Services and Browning Construction when considering speculative buildings or similar types of projects.

The targeting identified in this report is based on the types of activities both residents and other business owners determined would be a good fit for the county. Additional data was included in the determinations as well, including type and volumes of utility capacities, proximity to markets and labor pools. These facts and a clear understanding of industry and business needs, lead to the identification of the identified targets. Also once this information has been organized into marketing materials there should be great thought as to where and how the data should be disseminated. The types of marketing that should take place, who should do it and the frequency of contact, are all critical factors that should be discussed and considered in great detail.

There are no programs at the State level that would provide for loans or grants for communities to purchase property. However, TIF District funds can be used to fund property acquisition as well as some, if not all, of the infrastructure improvements. The other sources identified include issuing a municipal bond and paying for it on a yearly basis. Also by partnering with either the Dearborn County Redevelopment Commission, the City of Lawrenceburg (revenue sharing agreement) and/or the Lawrenceburg Conservancy District (loan or joint venture sharing of revenues) potential financial resources could be made available. Each of these has plusses and some minuses attached to them. The good news is that there are interested groups in the State of Indiana and the Federal Government willing to work with the Franklin County.

An additional recommendation for consideration is the construction of a spec building on one of the properties in consideration. This could be financed through the same entities at the local level. The benefit of such a venture is that the building would be roughly 60% complete and this helps a potential buyer cut time frame when they are interested in making a location decision. It can also be a carrot to bring in other clients that may not prefer the building but would still consider a location and build their own building in the county. It has been used by many communities as a significant marketing tool. It should be realized that entering into this type of venture involves some risk in that there must be carrying cost to cover the structure during the marketing time period. However it can pay dividends in the long run.

X. Addendum – Survey Results

Question 1 - With money not being a problem, what would you see the County looking like in: Five Years: Ten Years: Fifteen Years:

Free Market will determine it.	
Infrastructure Improvements (Roads, Bridges, Water)	33
Areas for Industry	4
Doesn't see a change due to attitude	9
Law enforcement would be proactive	
A community that people want to come back to	
Would be proactive instead of reactive	
Indoor Fieldhouse/Activity Center for sports (like a YMCA)	
Host sports tournaments	11
Junior Highs should be together to form stronger bonds	
Hunting and sports shops	
Expo Hall	
Maintain Historic Look and feel	
Brookville to keep its quaint look	
Downtown Brookville to be a destination location with shops and restaurants	4
Great potential thriving as long as the doors are open	
More Tourism	10
Trained Elected officials current with trends	2
Improve Overall	
Business picking up	
Will not be a better place until old guard is gone	
Job Opportunities for retention of kids	
Deteriorating Communities	
Kids are not coming back	
There needs to be a change in political leadership	
More coordination and working together across county	
Bring more industry here	
Completion of Hiking and Bike trail	2
Slow deterioration	
A mess without a vision which will lead to a waste of funds	
Limited Industry	
Similar to Little Nashville	
Brookville lake being maintained	
Bedroom Community with respect for the local culture	
Bringing things in with investment on small scale	
Economy not based on Grants	

Continue existing theme using existing architecture
 Less empty buildings
 Helping know what there is to do in the County
 Work better with DNR
 Be its own destination, with hotel
 Further collaboration between Oldenburg, Brookville and Metamora
 Influx of cash for development and support for artisans
 Better advertising to key markets
 Be better optimized for tourism
 A lot of room for growth
 Working together
 Development close to Interstate
 Concerts
 New business route from Oxford to Batesville through Brookville 3
 Train tracks fixed 2
 Not good
 Quality of life in County is excellent
 Completely destroyed
 Actual rural county
 Growth will come back in Whitewater and Ray townships which have facilities in place
 Build bypass around Brookville
 More industry 3
 Better access would create more development
 Have business along Main Street with access to low interest money for facades
 Redo Main Street
 Fix what we have
 Better school
 Clean up communities
 Full time EMS
 Stay a low crime rate area
 More Hotels/motels 2
 Preserved greenspace
 Positive atmosphere for family recreation
 Small business development
 Continue developing main street
 Canal trails development
 Stronger community attitudes
 Sufficient maintenance equipment and inventory
 Installation of water and sewer treatment facilities for all residents
 Better housing conditions
 EMS with paramedic services

Back to what it was in the 90's	
More jobs	
Growth with better transportation	2
Looking like it does with better roads	4
Move trucks off of Main Street	
Develop better parking in Downtown Brookville	
More technically proficient community	
Quality Internet services	
Create community goals	
Allow for community discussions vs. individual goals	
Not a heavily industrialized area	
Build on what you have	
Improvements to Metamora	
More dollars invested in parks and lake	
Create weekend getaway opportunities	
Provide grants to Metamora for stabilization	
Natural Gas up 101	
Fix dilapidated buildings	

Question 2 - What are the greatest needs in the County? List Five.

Jobs	25
Good Transportation	24
Roads to oxford and Batesville	4
Infrastructure	19
Find ways of funding County outside of Property Taxes	
Fiscal Responsibility	2
Cooperation between elected officials	3
EMT and Fire Improvements	4
Treatment facility for drug addicts	2
Larger variety of Businesses	2
Marketing the lake to more people	
Things to do	10
WIFI	13
Keep small town feel	
More Restaurants and Businesses	5
Community Center for youth	2
Vision/Common Goals	2
Planning	
Positive outlook	
People in Gov't for the people not themselves	2

More employers	6
Better signage	2
Hotel/Motel/Event Center	6
Child Care programs	
Communication	6
Being considered a destination	2
Upgraded Railroad	2
Progressive thinking	
Better insight into what needs to be done	
Law enforcement	3
Acceptance of change	3
More year around attractions	
Take care of people	
More money	7
Reorganization of Gov't	2
People working together	4
Remove good ole boy attitude	
Diversity	
Open Minds	
Shift in attitude	
Shop Locally	
Experienced leaders	3
Variety of Products to buy	
Full time EMS and coverage	
Balance county budget without raising taxes	
Becoming a transient community	
Training Center	
Road Bypass	
Develop land near St.Leon	
Hospital/Medical Service	2
Better housing	
Post secondary education opportunities	
Realize its more than just Brookville	
Do things for entire County	
Maintain Schools	
Zoning needs to be protected	
Community Appearance	2
Political Will	
Lethargy	
Jealousy	
Educated Voters	

Recreation and entertainment
Economic Development
Tourism Promotion
Welcome all business

Question 3 - What is the greatest obstacle to growth in the County?

Transportation/Roads	18
Jobs	13
Infrastructure	5
Geographic Location/Terrain	8
Resistance to Change	7
Welfare Mentality	2
Too many factions don't get along	
Avg. population don't understand what each faction does	2
Negativism	4
Ignorance	
Reffusal to making them aware of the facts and capabilities	2
Money	8
Economy is stagnant	
Don't have a plan to grow together	3
Brookville Town Board	
Uneducated people having never left the area	
People don't want to grow	2
Relationship with DNR	
Communication	
Favoritism	
Better Cell Service	
Attitudes	2
Corruption	2
Shut out free thinkers and people who don't think like them	2
Local Government not working together	2
Overall attitude towards growth	
Encouragement of Small Business	
Policy Makers	2
Education	
Only follow their own agendas	2
No unified Vision	2
Being close to other areas	
The people themselves	

Question 4 - What is the greatest asset for growth in the County?

Physical Beauty/Terrain/Natural Resources	20
Country Lifestyle	
Recreation	2
Lake/Rivers	24
Good people	6
Feeling of Community	10
Metamora	3
Core group of positive People	7
School System	3
Volunteers	2
New Blood	
History Preservation	2
Location in the midst of metro areas	2
Living conditions	
Low Taxes	
Turning it into a farm county	2
Tourism	7
Safe living environment	
Campgrounds	3
Remote setting	
Limited Governmental regulation	
Entrepreneurial attitude of people	
Workforce	
Good water	
Low population	
Bedroom community	

Question 5 - Where do you think higher density residential growth should occur?

Free market will decide	2
Around existing cities and towns	16
Southeast corner of County	17
Brookville	20
Batesville/Oldenburg	19
Laurel	2
North on Route 1	4
Non Prime Ag. Land	3
Around Lake	5
Towards Batesville	3
Towards Oxford	2
Chappelow Ridge	2

South Gate	4
Along Interstate	3
Not sure/No Growth	6

6

Question 6 - What is an acceptable growth rate (population) in the County?

1% _____	
3% _____	
5% _____	
10% _____	
1%	16
2%	5
3%	20
5%	14
10%	1
Other	1
NA	11

Question 7 - What additional types of services does the County need to be competitive for business and industrial growth?

Don't Know	4
Utilities	23
Roads	15
Workforce Training	7
Transportation	13
Main Street Project completed	2
More Restaurants	
Dynamic approach for School System	
Don't need anything new	
Hospital/medical services	4
Descent plan	
Economic Development/Tourism Director/Program	7
Pro-business outlook	
Mayor style of government	2
Business support system	
Supply chain	
Full time EMS /Fire/Services	5
Good business climate with incentives	
More Public Relations	
Focus on being a bedroom community	
Free Internet or better services	7

Consolidation of Organizations and getting it done	
Industrial recycling efforts	
Fix Rail service	4
Shopping	
More Government oversight	
Merchants Association	
Be ready to be a zero cost	
Gov't should not be in land business	
Welcoming services	
Remove location obstacles	

Question 8 - Where do you see the potential economic growth area to be in the County?

Free Market will dictate	2
Batesville/Oldenburg area	38
Brookville Area	37
South Gate Area	27
Metamora	7
West Harrison Area	4
Small communities using their assets	
Lake	4
Laurel	3
Tourism	3
To small farms	

Question 9 - Are tourism resources adequate here in the County? If not, what would you suggest to change them?

Quad Trails	
Hotels/Motels	18
More attractions	7
Yes	12
Better Marketing	12
Better relations with DNR (over enforcement)	6
More Boat Launches	7
More Restaurants	3
More Staff	
Better Signage	
Enhanced façade for maintenance facilities	
Conference Center on Lake	4
More business tied to tourism	4
Better signage and Info centers	7

Panning for gold	
Campgrounds with access for RV's	
To much corruption	
More Public Restrooms	
Enhancement of Metamora	3
More Funding	6
To much traffic	
No Casino	
Need more collaboration and communication between groups	
Need more leadership	
Need more say in the development at the Lake	
Need Business Development plan	
Change the anti growth groups the benefit of enhancing tourism	
Find out what little Nashville did and create our own path	
Enhanced walking and bike trails	

Question 10 - Are you satisfied with the overall management of Brookville Lake and its resources?

Don't Know	9
County needs reimbursed for services rendered	22
Seems okay	5
Yes	16
Enhance trails and public areas	2
Add new connecting points	
Clean and maintain the beach	2
Maintain the concession area	2
Bring lifeguards back	
Army Corp and DNR is to restrictive on what can be done with lake	12
To much harassment by DNR	5
Need more funding	
Horrible neighbors	
DNR should be more active in the community	

Question 11 - Should there be more Parks and recreation areas and where?

Don't know	4
No	45
Improve what you have	10
Yes, with more campgrounds	5
Need more sports complexes	
Along roadsides and scenic vistas	

Byways and blueways should be improved	
Better signage	5
Near Laurel	2
Should be based on need	
Rail to trail	
County should have Cabins at County Park	
More in western part of County	
Parks should be better promoted	
Around Oldenburg area	
North of Brookville	
Should be more along river Brookville to Metamora	

Question 12 - If you could bring any one thing to the County, what would it be?

Jobs	10
Peace and harmony	
Fire Hydrants that work	2
Small Mall/Shopping Center	3
Bring the leaving kids back	2
YMCA Style facility	12
Airport	2
Better access to Interstate	
More specialty shops in Metamora	
The Byways development	
Better Roads	5
Steak house and saloon	
High Speed Internet	2
Light show to County	
Bike trail to Cincy	
Up Scale restaurant	2
Small Hotel near Lake	7
More Artisans	
Different attitude towards Metamora	
Unity	
More people visiting Franklin County	
Pride	
Critical thinking	
New Bypass	2
Better Promotion/Tourism	2
Wisdom	
Entertainment, recreation and greater access to retail	2

Not Sure	4
Small College	
Zip Line across Lake	
Motoplex racing	
Paramedic Services/Trauma Center	
Coop raising Blueberries	
Walmart	
Small Business Incubator and atmosphere	2
21 st century Infrastructure	
Give people a reason to come to Franklin County	
Better Gov't	
Conference Center with meeting rooms	
Real Leaders	

Question 13 - Do you think the County Fire, EMS/EMT and Sheriff services are adequate? If not, what changes would you make?

Yes, based on their budget	38
Need more deputies and enforcement	10
Need jail improvements	
Need paramedic services Improved	19
Need fire services improved	6
Need better training	8
Need better funding	14
No Comment	2
Need better coordination	5

Question 14 - What's your opinion of the condition of the roadways in the County? What would you do to improve them?

Poor	54
Adequate/good	17
Need more funding	4
Spend what is budgeted	2
Need to be sensitive to tourism calendar	
Need widening, resurfacing and water runoff issues	

Question 15 - Do you think a transportation by-pass should be constructed around Brookville? Where?

No	45
Yes	12

No Opinion	8
In the town of Brookville	

Question 16 – What additional tools need to be developed to enhance Economic Development?

Don't know	16
Money	6
Personnel/Professional	9
Programs	
Strong Organization/Forward Thinking	5
Needs to work with existing Business	
Support for Entrepreneurs in the County	2
Look at what resources are needed and what we can support	
County and towns need to hire administrator	
Put in place long term planning for access to grants and funding	
Have professional here to give good information	2
Marketing	
An educational process for elected and public officials	
Overall infrastructure prior to need	
Tax breaks for start ups during initial stages	
Education	
Encourage local people to invest in the future	
Have spec buildings	2
Commissioners need to want an Econ. Dev. Person	2
Signage	
Identify a unique identity	
Doesn't believe anyone in power wants Econ. Dev.	
Support communication with Lawrenceburg	
County is too nearsighted	
Have fewer regulations	
Honesty test concerning tax abatement	
Accepting tools that are in place	
Fix roads/Transportation routes	4
Need to have a system to handle traffic	2
A local board of directors that have been here for twenty years	
Loans for new business	
Wheel and other Tax	2
Fill the needs as identified	
SBA and Incubator	
Airport	
Standardized benefit package for new businesses coming in	

Strategic Plan is important	2
High Speed Internet	
Support tools that you have	
Determine whether Gov't assets should be part of the equation	
People who fight industry must have a common focus	
Don't chase big money but go after smaller venues (wine trail)	
Economy, don't throw money at issues that won't work	
Incentives to invest	
Better understanding of what ED is and how it operates	
Change attitudes to work together	
Improve Leadership in County	

Question 17 - What types of businesses would you like to see in the County that aren't already here?

Not sure	2
Free Market	
General Jobs	4
Warehousing	
Distribution Facilities	
Businesses open beyond 9-5 through the week	2
Tech Jobs	6
Banking/Finance	
Businesses that support other business	2
Major employer	2
Shopping facilities	3
Photo Shop	2
General Store	9
Boutique Shops	2
Light Industry	4
Clothing Store	5
Lodging/Convention/Resorts	13
Groceries	
Fast food/Restaurants	19
Water, Sports and Recreation store	4
TSC/Rural King	5
Tourism related business	
Office Supply	2
Pharmaceutical/Medical	2
Chemical	
Engineering	
Commercial Business	

Small Family Business	5
Grainger	
Hardware	
Trail Guides	
Organic Business	
Historic Tour Groups	
Hospital	
Book Store	
Marina	2
Electric Generation at dam	
Ag Based	2
Tourist attractions	3
Condo development	
Shooting Range	2
Chain Business	2
Cell Phone Store	
Antiques store	2
Special Retail	
Start ups	
Machinist/Millwork	2
Professional services	
Lake Development	
Metamora Development	
Recycling Center	
Camping	
Food Processing	

Question 18 - What new types of industry would you like to see in the County?

Not Sure	5
None	
Anything	14
Free Market	
Warehousing	2
Distribution Facilities	4
Whatever would like to come in, no dumps or distillery's	3
Technology	7
Manufacturing that fit local skill sets	19
Garment Factory	4
Machine shop	2
Service related	2

Headquarters	
Automotive Supply Plant	4
Food Distribution	
Ag Based	4
Wind Farm/Solar	2
Hydro Plant	
Green Industry	
Engineering	2
Sporting industry	2
Entertainment Facilities	
Aircraft refurbishing	
Entrepreneurial	
Wood Product Mfg	2

Question 19 - Where do you think industrial and business growth should occur?

Free Market	4
Where infrastructure is near Interstate 74	4
Brookville area	7
St. Leon area	41
Batesville Area	32
101 area	19
West Harrison area	2
Far from drinking water	
Not in Brookville	
Corners of the County	
Zoned Areas	5
Along Rail Line	